# Corporate Family Responsibility

## Ivory Coast

Directed by:

IESE Business School
University of Navarra
International Center for Work and Family

Prof. Nuria Chinchilla
Prof. Mireia Las Heras

# Sponsors

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# Objectives



- ✓ Make a **diagnosis** of the current situation of **IVORY COAST** regarding the integration of work, personal and family life of their employees, with the aim to:

  - Identify the current state of Corporate Family Responsibility.
  - Demonstrate the impact that policies, leadership and culture have on health, the intention of leaving the company, motivation and satisfaction of the employees.
  - Learn about the perception the company personnel has of them.
  - Identify the brakes and drivers capable of producing changes in the organization's culture.

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# Work Model and Methodology

- ✓ Transversal Work Model that includes top-down and bottom-up:
  - o Studies the dissemination of policies, practices and leadership in the company's environments.
  - o Shows the impact that Corporate Family Responsibility (CFR) has on people and the results of the organization.

- ✓ Methodology: involves people in all company levels:
  - o Executive: the objective is to understand how managers perceive CFR and its relationship with the strategy and sustainability of the business, as well as the difficulties encountered when leading their teams.
  - o Operative: to understand to what extent the working environment facilitates work-family reconciliation, depending on the personal and professional needs and expectations.

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# What is CFR?



Corporate Family Responsibility (CFR) is the commitment companies have to promote leadership, culture and reconciliation policies that facilitate the integration of the professional, family and personal life of their employees.

Companies that assume the CFR commitment count on leaders who:

- ✓ Foster a culture that focuses on people.
- ✓ Create reconciliation policies and practices and equal opportunities.
- ✓ Foment commitment and satisfaction of the staff.
- ✓ Increase the company's competitiveness and sustainability.

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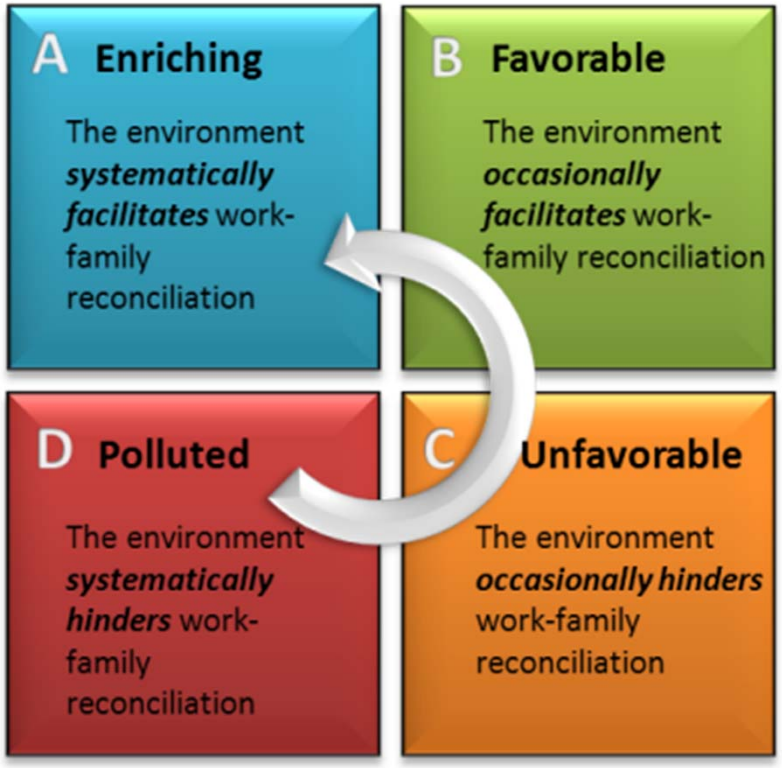
# Types of environments


A Enriching
The environment *systematically facilitates* work-family reconciliation
B Favorable
The environment *occasionally facilitates* work-family reconciliation
D Polluted
The environment *systematically hinders* work-family reconciliation
C Unfavorable
The environment *occasionally hinders* work-family reconciliation

The degree of Corporate Family Responsibility is determined by:

- ✓ Supervisor support
- ✓ Company culture
- ✓ CFR Policies

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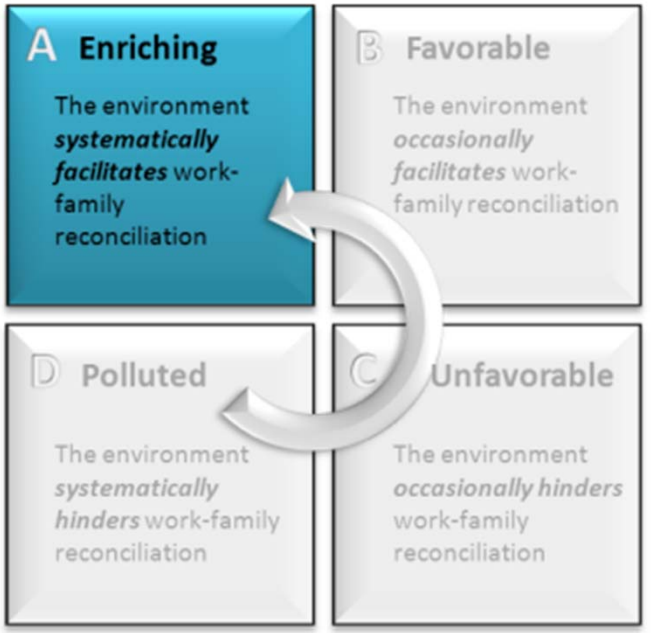
## Enriching

The work environment is **very positive** and favors the integration work-family - personal life. These areas **enrich each other**, achieving a high level of satisfaction and commitment.

- ✓ There are well-defined formal policies, which are implemented and accepted by all.
- ✓ The decisions of each person are respected in relation to their family, work and personal life integration.
- ✓ Managers understand the family demands of their collaborators and seek to facilitate reconciliation.
- ✓ The values that define culture encourage an enriching work climate that favors Corporate Family Responsibility.
- ✓ As a result, a high level of commitment to the organization is achieved.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The environment systematically facilitates work-family reconciliation
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The environment occasionally facilitates work-family reconciliation
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The environment systematically hinders work-family reconciliation
C Unfavorable
The environment occasionally hinders work-family reconciliation

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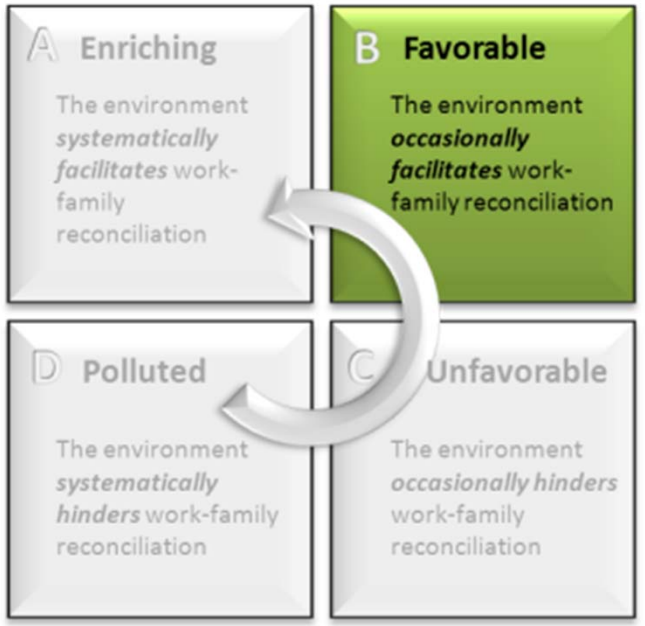
# Types of environments



## Favorable

The work environment **facilitates** the integration of work-family-personal life. These areas are **enriched occasionally**, and conflicts may arise which employees have to handle personally.

- ✓ There are formal policies, although they are not always sufficiently well defined or accepted by all.
- ✓ The decisions of each person are respected occasionally in relation to their integration of family, work and personal life.
- ✓ Managers accept a decent level of their collaborators' family demands and facilitate reconciliation in certain circumstances.
- ✓ The values that define culture encourage a favorable work climate towards Corporate Family Responsibility.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# Types of environments



## Desfavorable

The work environment **occasionally hinders** work-family-personal life integration. These areas **routinely enter into conflict**, creating the perception of lack of support from the organization, as well as stress and dissatisfaction of employees.

- ✓ Formal policies are implemented in a limited way and have little impact on people.
- ✓ Managers hinder the balance of work, family and personal life of their collaborators.
- ✓ The values that define the culture do not foment the proper climate for the development of Corporate Family Responsibility.
- ✓ As a result, the required commitment level is not achieved by the organization.

A Enriching
The environment systematically facilitates work-family reconciliation
B Favorable
The environment occasionally facilitates work-family reconciliation
D Polluted
The environment systematically hinders work-family reconciliation
C Unfavorable
The environment occasionally hinders work-family reconciliation

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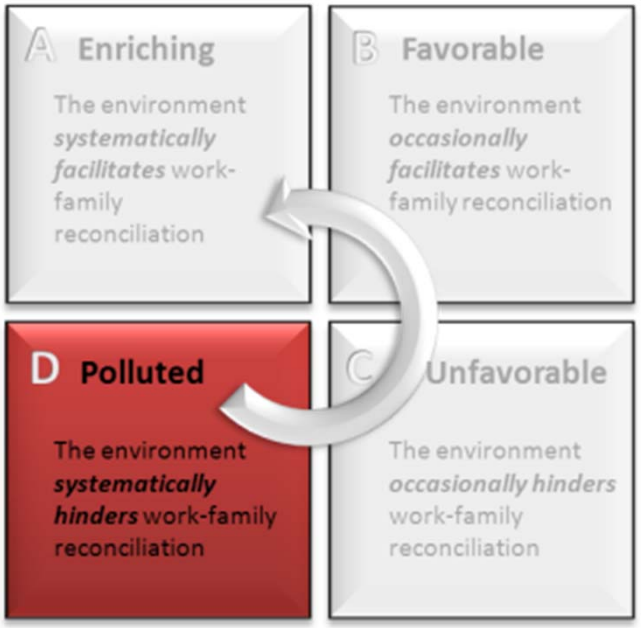
# Types of environments



## Polluted

The work environment **systematically hinders** integration between work, family and personal life. These areas **enter systematically into conflict**, resulting in employee dissatisfaction and a high degree of stress, creating a down turn in motivation and an increase in the desire to leave the company.

- ✓ Existing policies are not implemented.
- ✓ Managers are not committed to flexibility.
- ✓ The values that define the culture hinder the adequate climate for the development of Corporate Family Responsibility.
- ✓ As a result, interpersonal problems arise, limiting the productivity and commitment of the employees.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The environment *occasionally hinders* work-family reconciliation

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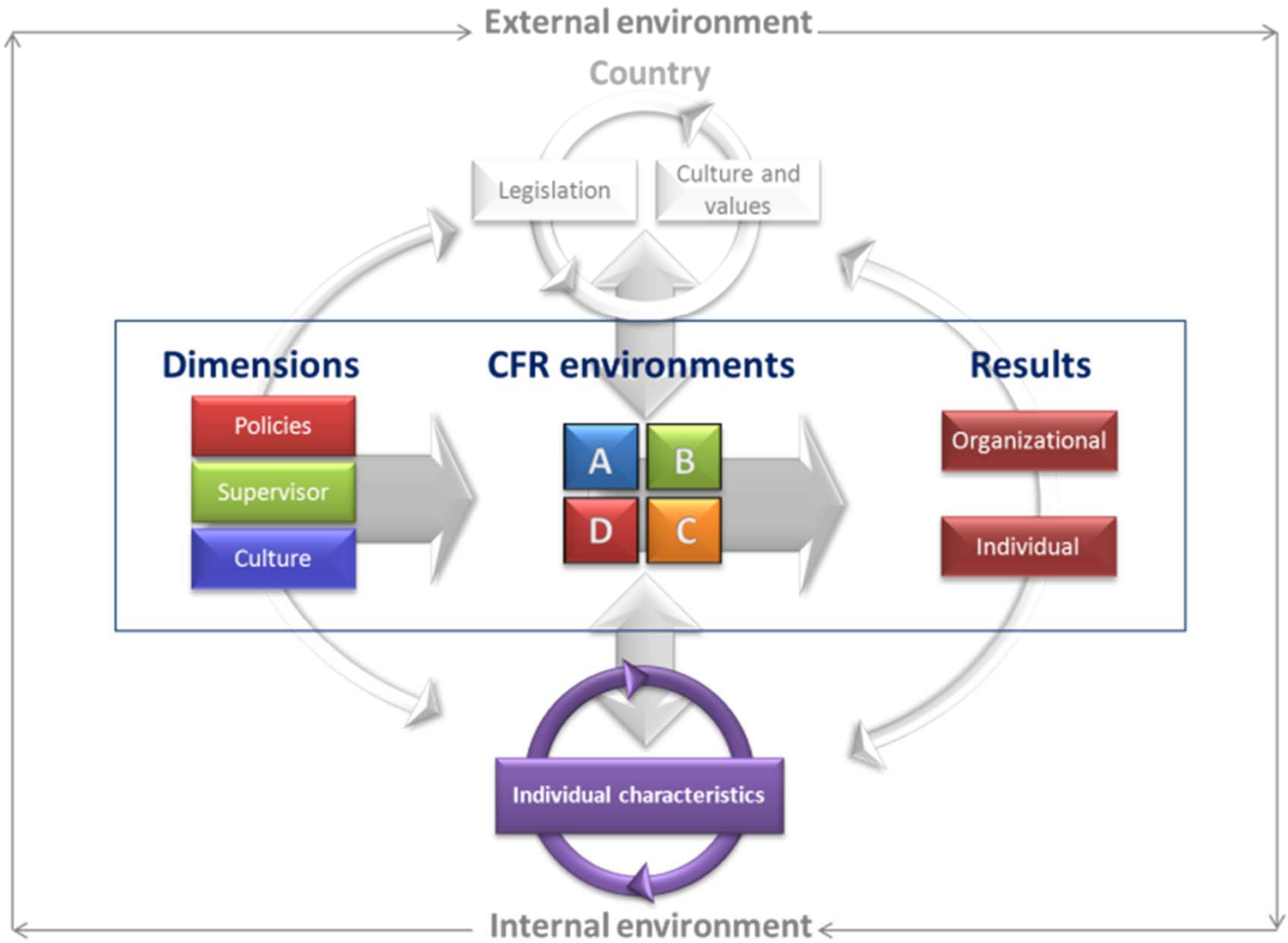
# Model



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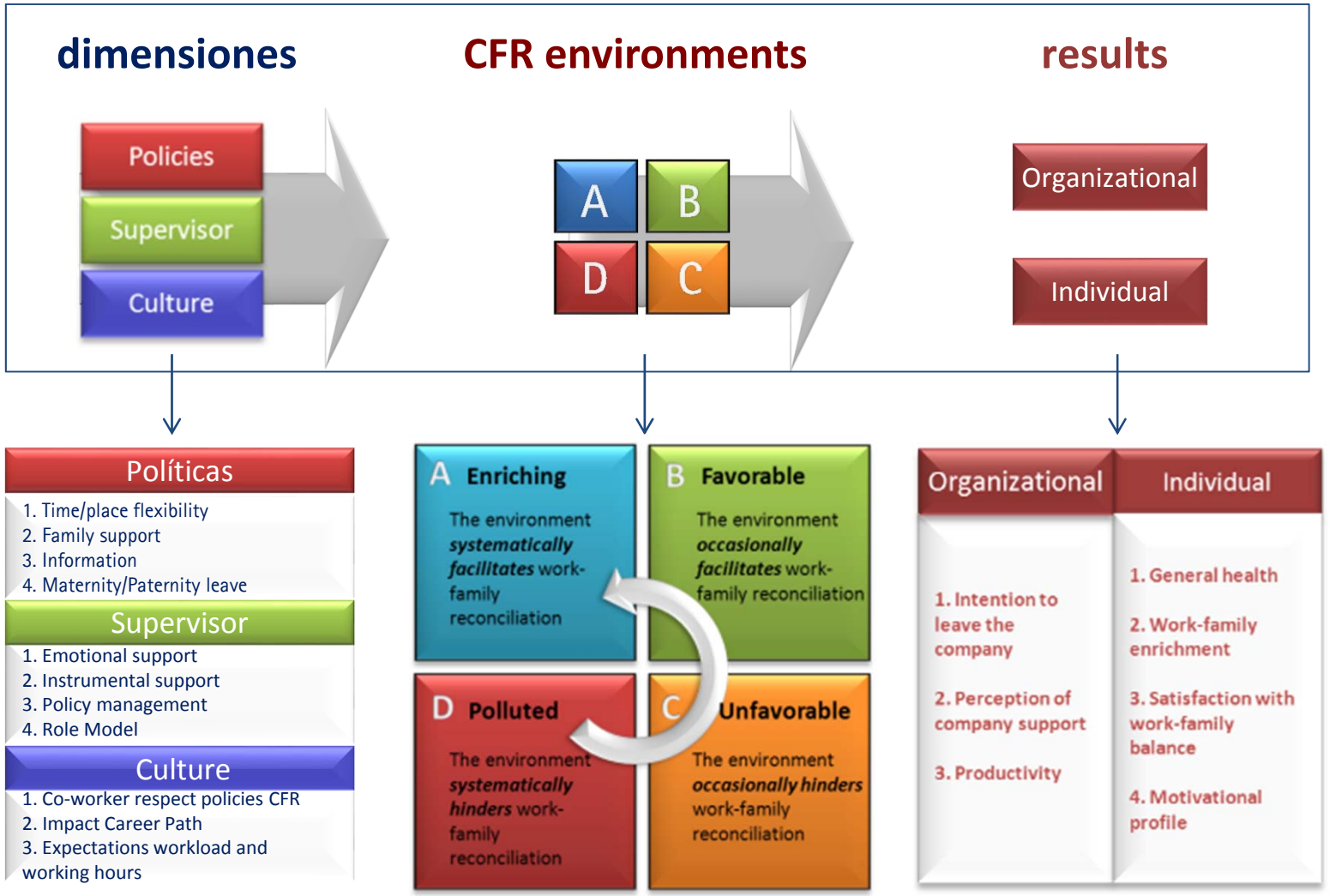
# Model



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# IFREI: underway in 22 countries

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# Corporate Family Responsibility

## Ivory Coast

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# Sample IFREI WORLD

Women: 45%

Men: 55%

Women *with* children: 60%

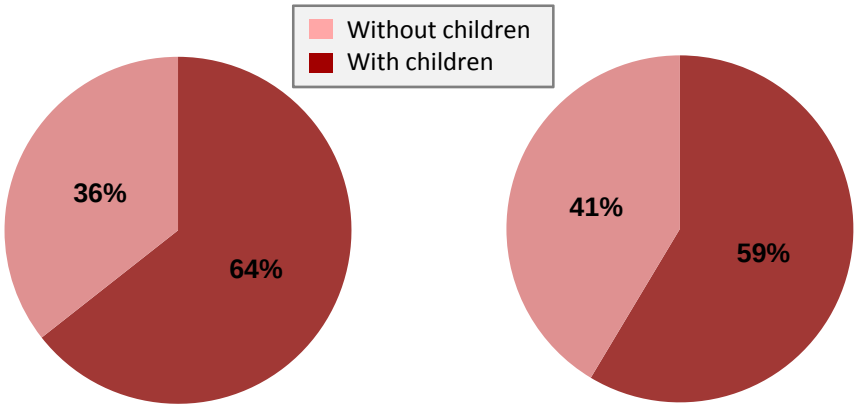
Women *without* children: 40%

Men *with* children: 70%

Men *without* children: 30%

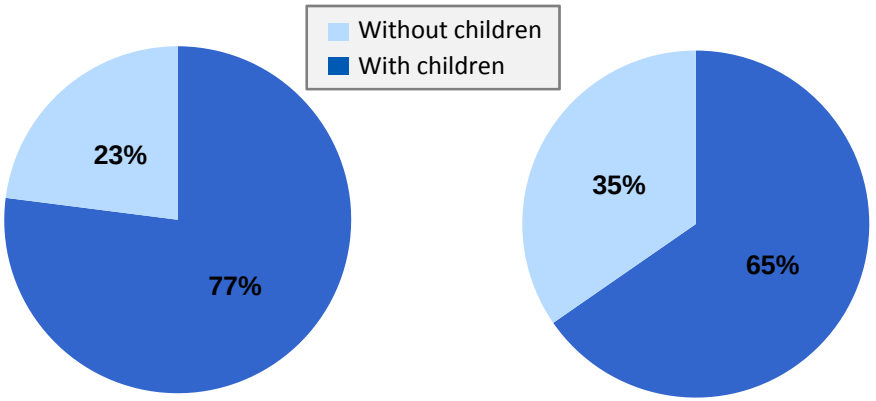
Women *with* managerial responsibility: 32%

Women *without* managerial responsibility: 68%




Men *with* managerial responsibility: 43%

Men *without* managerial responsibility: 57%




**N**= 22069

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# Sample AFRICA

Women: 39%

Men: 61%

Women *with* children: 69%

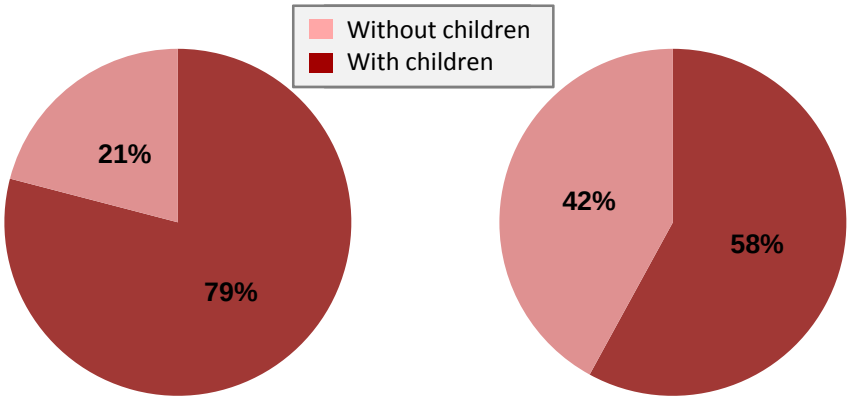
Women *without* children: 31%

Men *with* children: 78%

Men *without* children: 22%

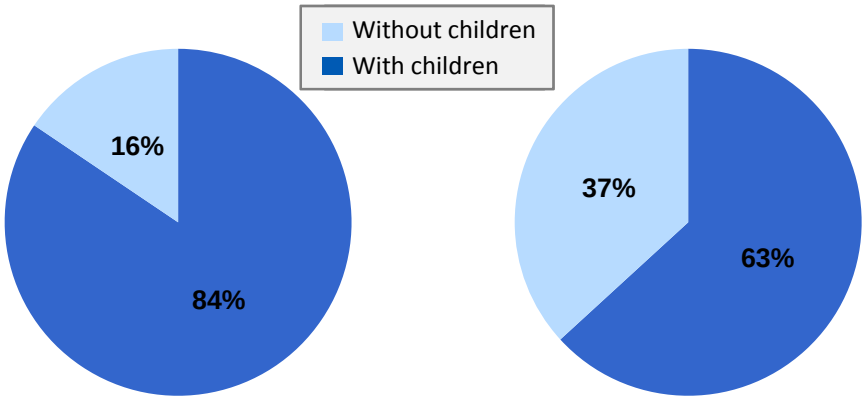
Women *with* managerial responsibility: 52%

Women *without* managerial responsibility: 48%




Men *with* managerial responsibility: 68%

Men *without* managerial responsibility: 32%




**N**= 1483

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# Sample IVORY COAST

Women: 39%

Men: 61%

Women with children: 72%

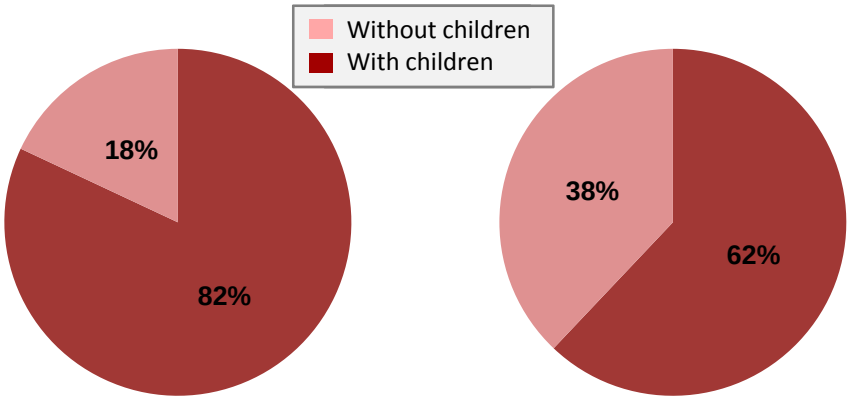
Women *without* children: 28%

Men *with* children: 91%

Hombres sin niños: 9%

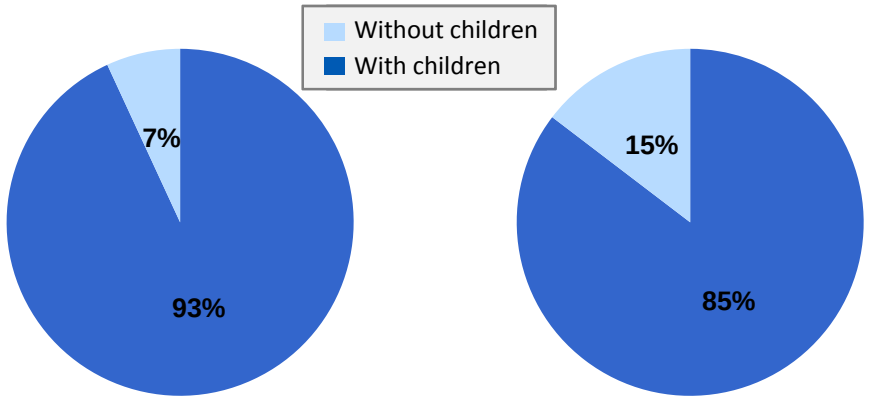
Women *with* managerial responsibility: 51%

Women *without* managerial responsibility: 49%




Men *with* managerial responsibility: 78%

Men *without* managerial responsibility: 22%




**N**= 305

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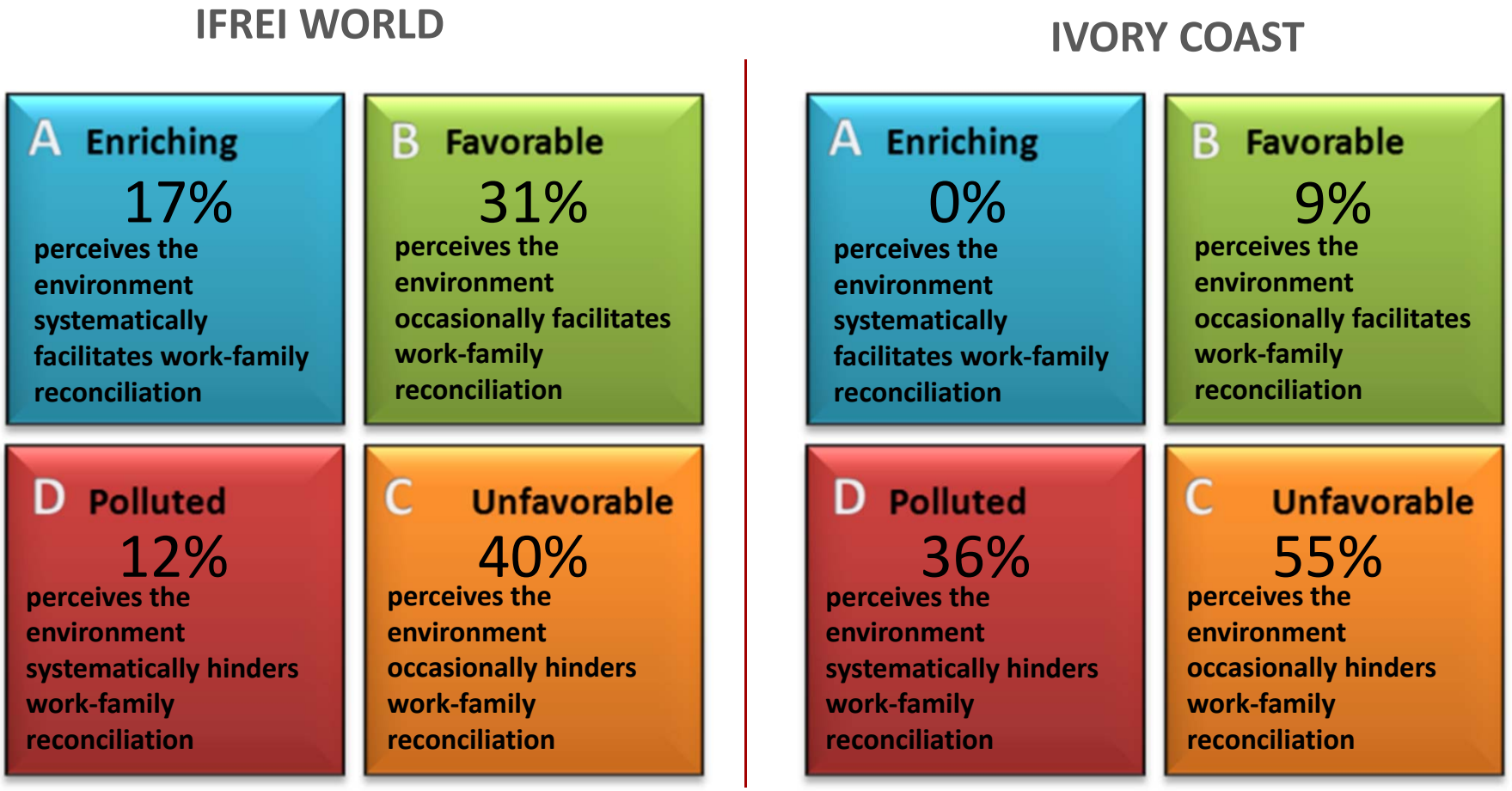
# Work environment perception
## *IFREI WORLD - IVORY COAST*

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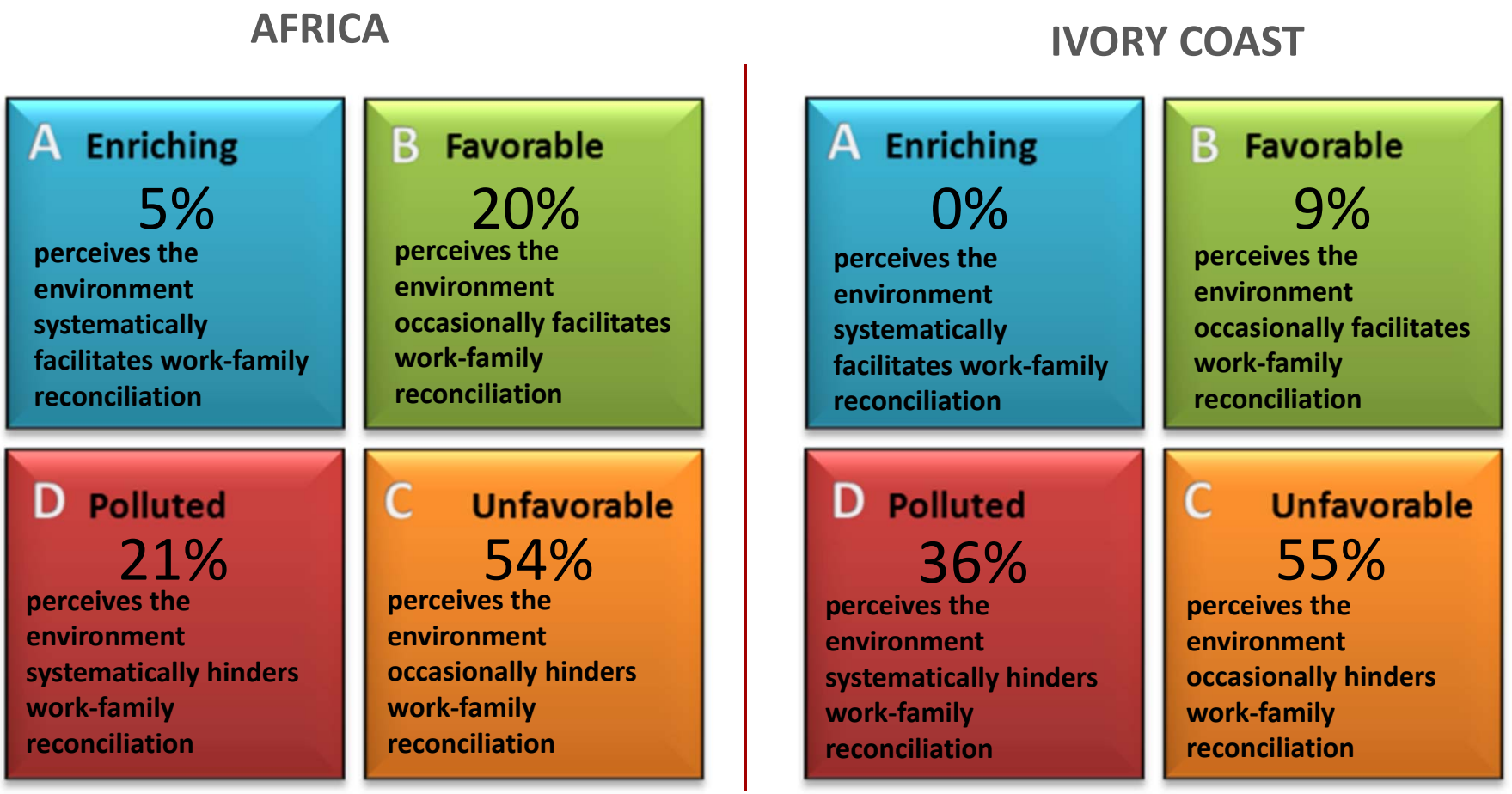
# Work environment perception
## *AFRICA - IVORY COAST*

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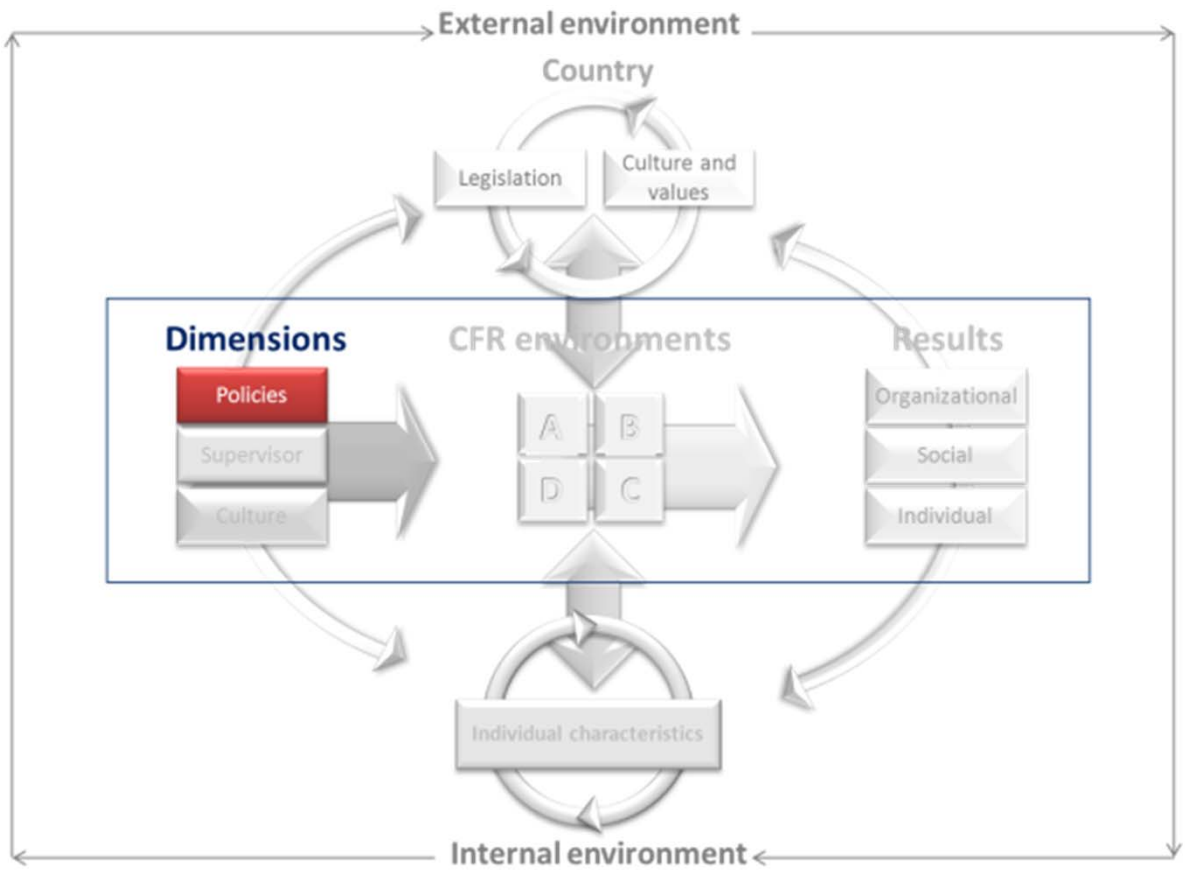
# Corporate Family Responsibility




## Policies

**Policies**

1. Time/place flexibility
2. Family support
3. Information
4. Maternity/Paternity leave

# Policies

## Time and place flexibility

- Telecommuting: working part or full time from home or another location outside of the company office
- Part-time or job sharing
- Flexible hours
- Short-time/Compressed week

## Services related to family issues

- Access to information about reconciliation
- Seminars/workshops/informative sessions about work and family reconciliation

## Apoyo profesional y familiar

- Professional counseling
- Personal counseling

## Benefits for the family

- In-company childcare centers
- Childcare subsidy or dependents assistance
- Leaves of absence to care for a family member
- Maternity/paternity leaves beyond the legal minimum

Formal policies within a company are what support the integration of work, family and personal life of the collaborators.

✓ They provide flexibility, both in time and in place.

✓ They include professional support services and family benefits that go beyond economic compensation.

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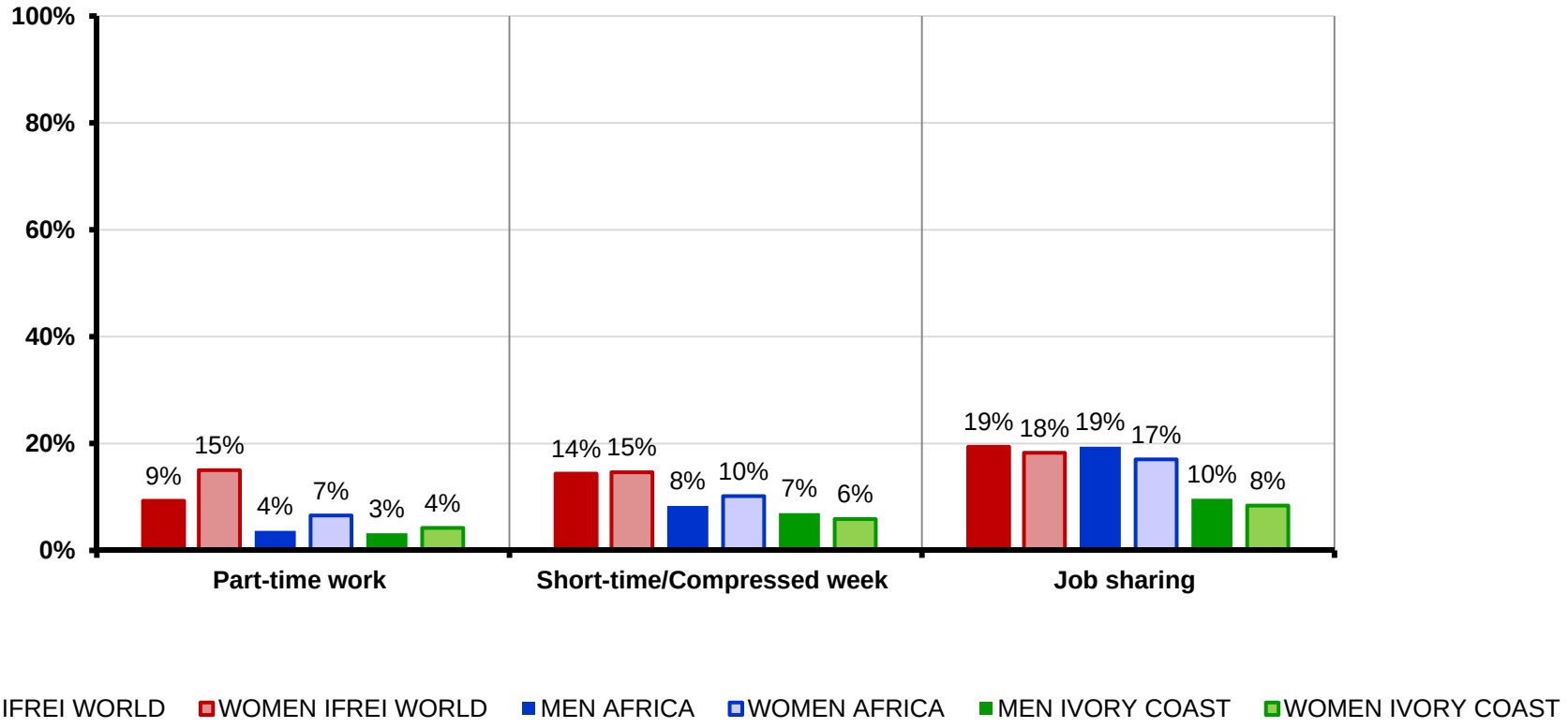
# Workplace and time flexibility

The "CFR Policies: time flexibility" chart refers to the following questions in the questionnaire:

Please indicate if you have access to the following policies (yes/no):

- Part-time work (reduction of working hours in exchange for a lower salary)
- Short-time/Compressed week (a free half-day in exchange for working more hours the rest of the week)
- Job sharing (an agreement in which the responsibilities of one full-time job be shared by two or more employees)

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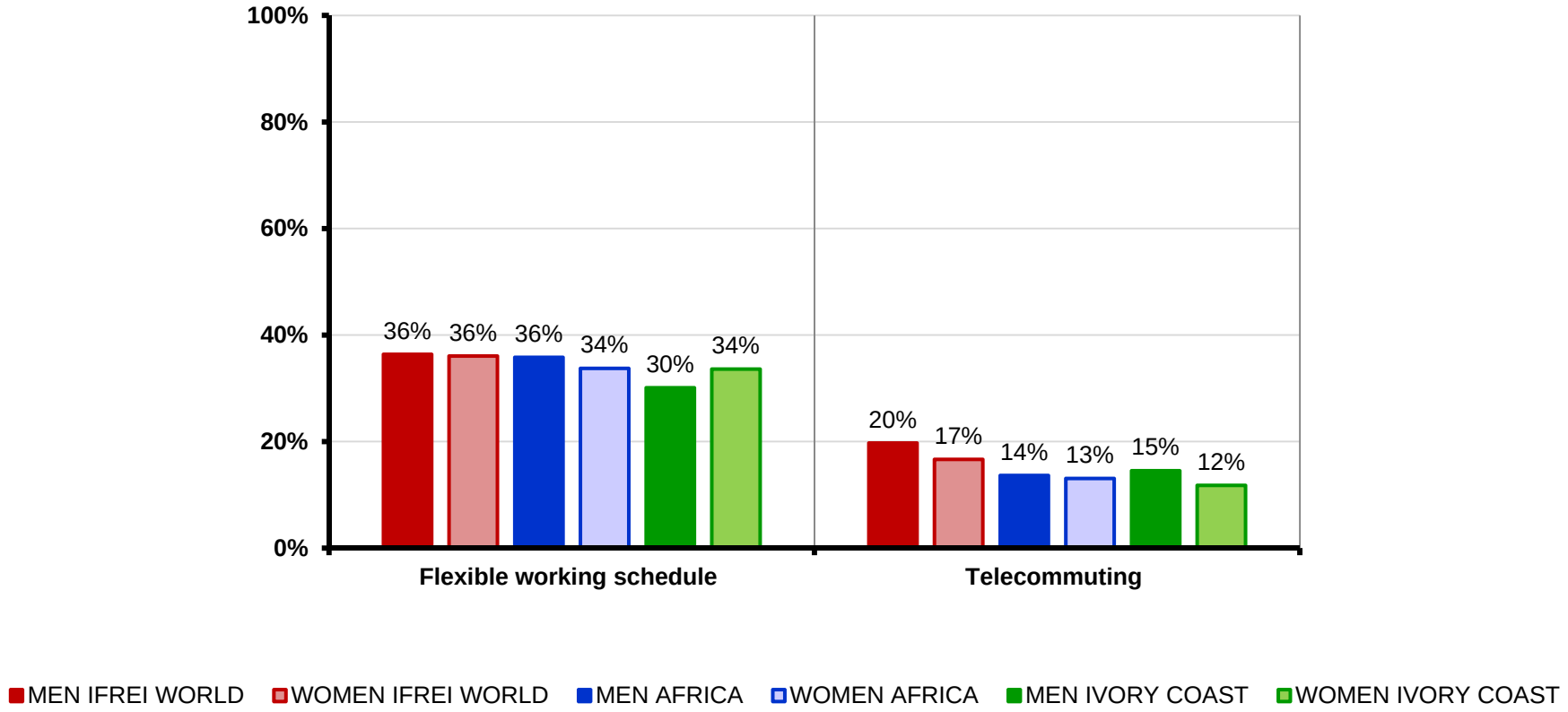
# Workplace and time flexibility

The “CFR Policies: workplace and time flexibility” chart refers to the following questions in the questionnaire:

Please indicate if you have access to the following policies (yes/no):
- Flexible working schedule
- Telecommuting (an agreement which allows employees to complete work tasks from alternative locations)

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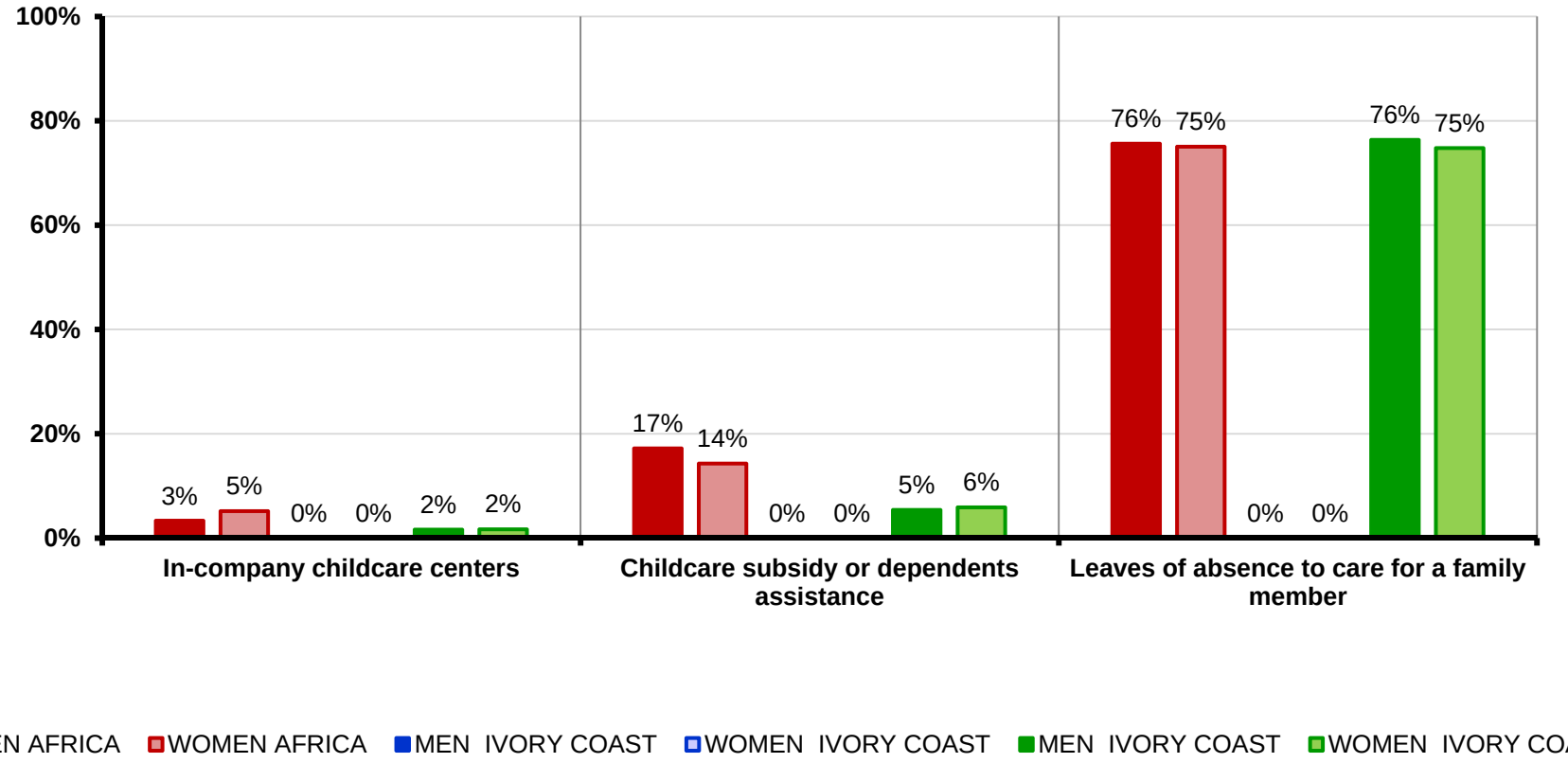
# Family support

The “CFR Policies: family support” chart refers to the following questions in the questionnaire:

Please indicate if you have access to the following policies (yes/no):

- In-company childcare centers
- Childcare subsidy or dependents assistance
- Leaves of absence to care for a family member

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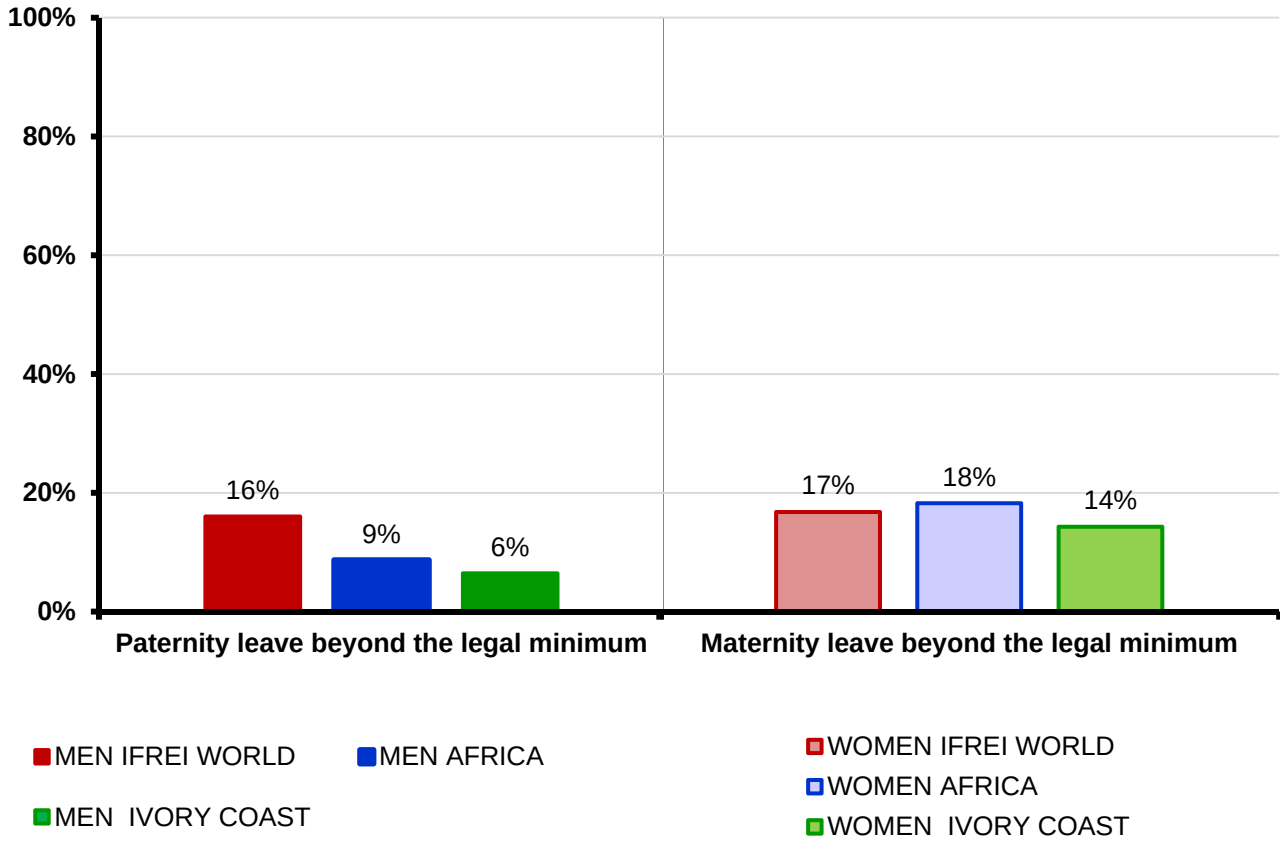
# Maternity/paternity leaves

The “CFR Policies: maternity/paternity leaves beyond the legal minimum” chart refers to the following questions in the questionnaire:

Please indicate if you have access to the following policies (yes/no):

- Maternity leave beyond the legal minimum
- Paternity leave beyond the legal minimum

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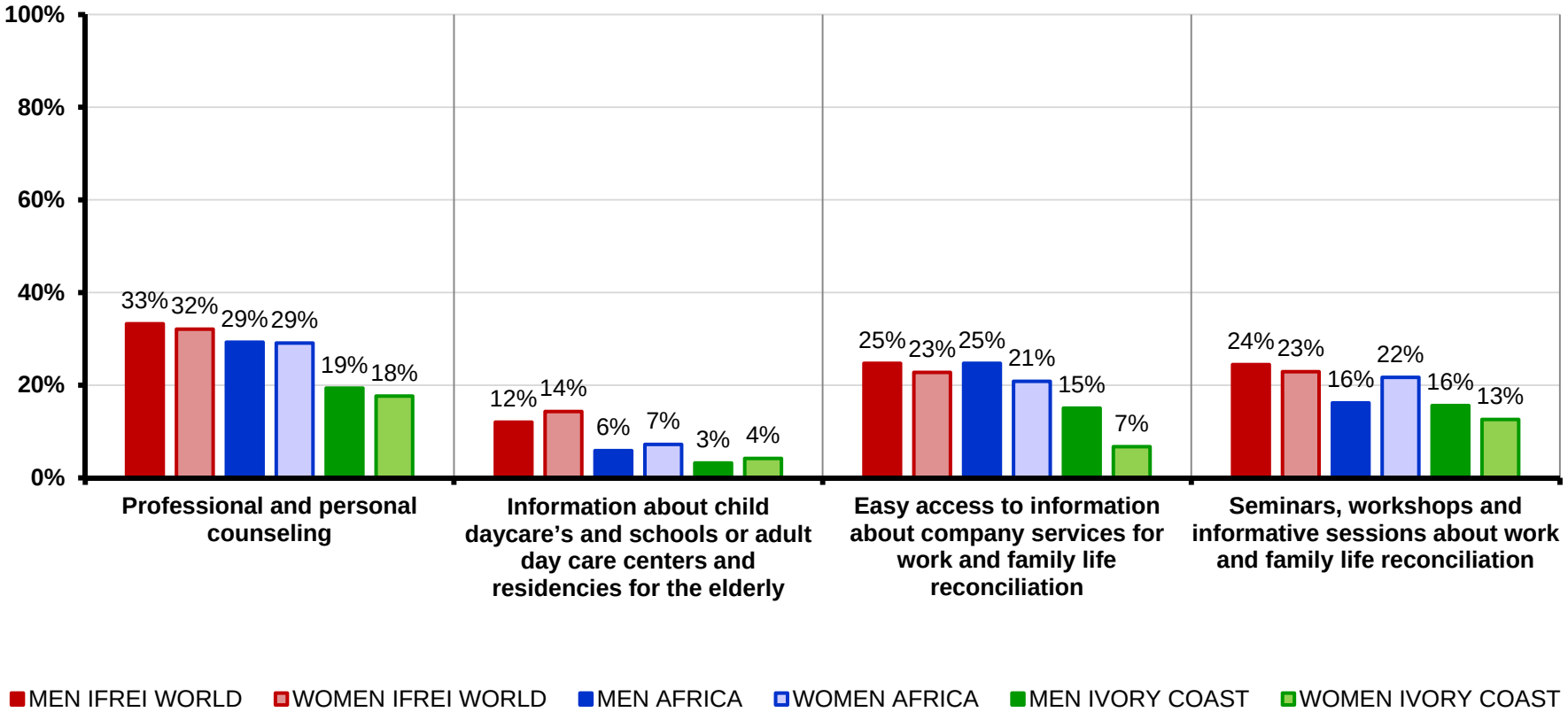
# Information

The “CFR Policies: information” chart refers to the following questions in the questionnaire:

Please indicate if you have access to the following policies (yes/no):

- Professional and personal counseling
- Information about child daycare’s and schools or adult day care centers and residencies for the elderly
- Easy access to information about company services for work and family life reconciliation
- Seminars, workshops and informative sessions about work and family life reconciliation


100%
80%
60%
40%
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0%
33% 32% 29% 29% 19% 18%
12% 14% 6% 7% 3% 4%
25% 23% 25% 21% 15% 7%
24% 23% 16% 22% 16% 13%
Professional and personal counseling
Information about child daycare’s and schools or adult day care centers and residencies for the elderly
Easy access to information about company services for work and family life reconciliation
Seminars, workshops and informative sessions about work and family life reconciliation
MEN IFREI WORLD
WOMEN IFREI WORLD
MEN AFRICA
WOMEN AFRICA
MEN IVORY COAST
WOMEN IVORY COAST

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# Most Valued Policies in IVORY COAST

ACCESSIBLE POLICIES

## Most used Policies

1. Permission to leave the workplace due to a family emergency.
2. Flexible vacation schedule according to the needs of the employee.
3. Flexible working schedule.

## Most useful policies

1. Permission to leave the workplace due to a family emergency.
2. Flexible vacation schedule according to the needs of the employee.
3. Flexible working schedule

NON-ACCESSIBLE POLICIES

## Most desired future policies

1. Wellness program (stress management, fitness, weight loss support, etc.)
2. Seminars, workshops and informative sessions about work and family life reconciliation
3. Flexible working schedule

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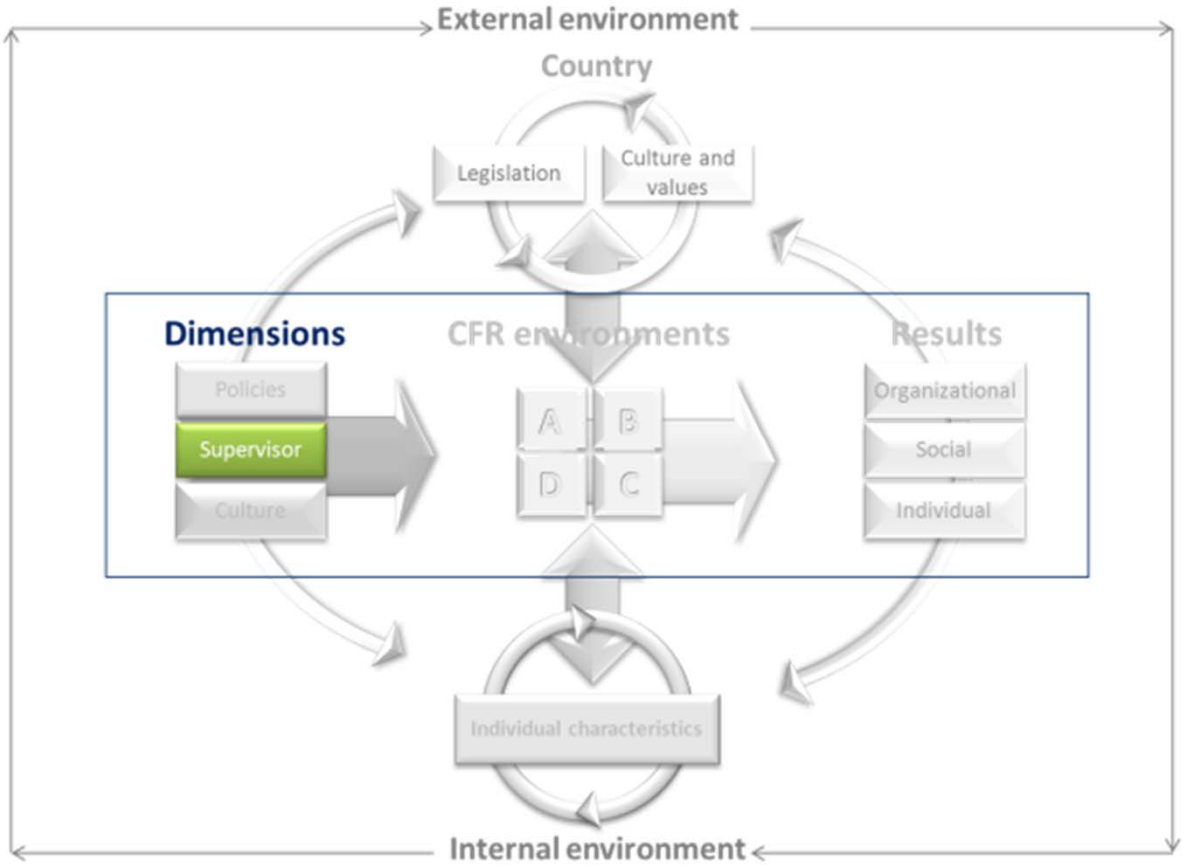
# Corporate Family Responsibility




## Leadership

**Supervisor**

1. Emotional support
2. Instrumental support
3. Policy management
4. Role Model

# Leadership

## Emotional support

- Knows how to listen to professional and personal problems
- Dedicates time to know the personal needs
- Builds trust to speak and effectively resolve professional and personal conflicts

## Policy management

- Organizes the department so that it benefits both the employees and company

## Instrumental support

- Builds trust to solve possible professional and personal conflicts

## Role Model

- Is a good reconciliation role model on and off the job

The manager who fosters Corporate Family Responsibility:

- ✓ Takes care of the family demands of their collaborators
- ✓ Respects personal freedom
- ✓ Supports and facilitates work-family-personal life integration
- ✓ Encourages the practice of Corporate Family Responsibility
- ✓ Is open and sensitive to reconciliation

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# Manager *support* perception

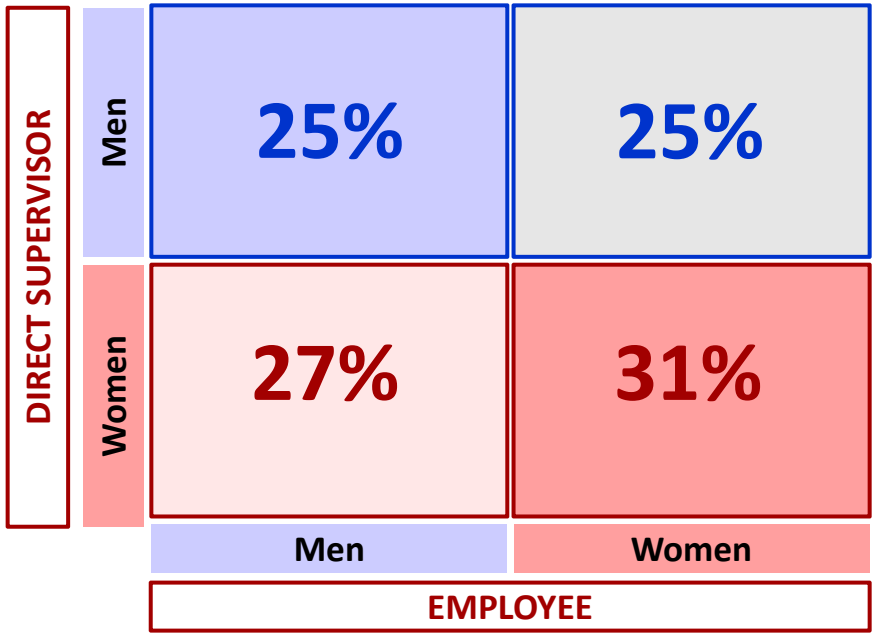
The "CFR Supervisor: manager emotional support" charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- My supervisor is willing to listen to my professional and personal problems
- My supervisor dedicates time to know my personal needs
- I feel comfortable speaking with my supervisor about professional and personal conflicts
- My supervisor and I speak to effectively resolve professional and personal conflicts

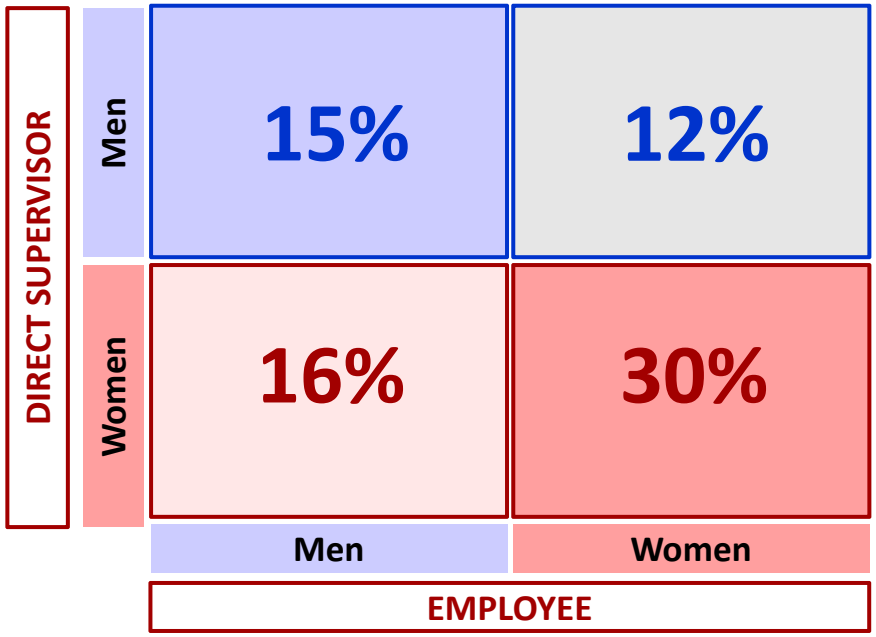
NOTE: *This chart shows the percentage of collaborators who perceive an excellent emotional support from their direct supervisor, giving them 6 or 7 on a scale of 7.*

## AFRICA




**AVERAGE**: 26%

## IVORY COAST




**AVERAGE**: 16%

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# Perception of manager *instrumental support*

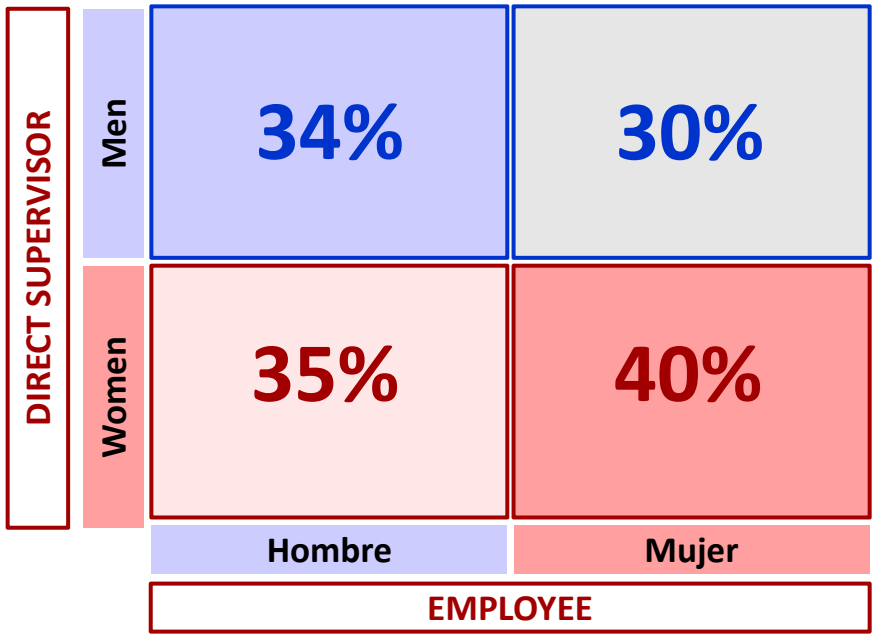
The "CFR Supervisor: instrumental support" charts refer to the following questions in the questionnaire:

Do you agree with the following statement??

- I trust in my supervisor to solve possible professional and personal conflicts

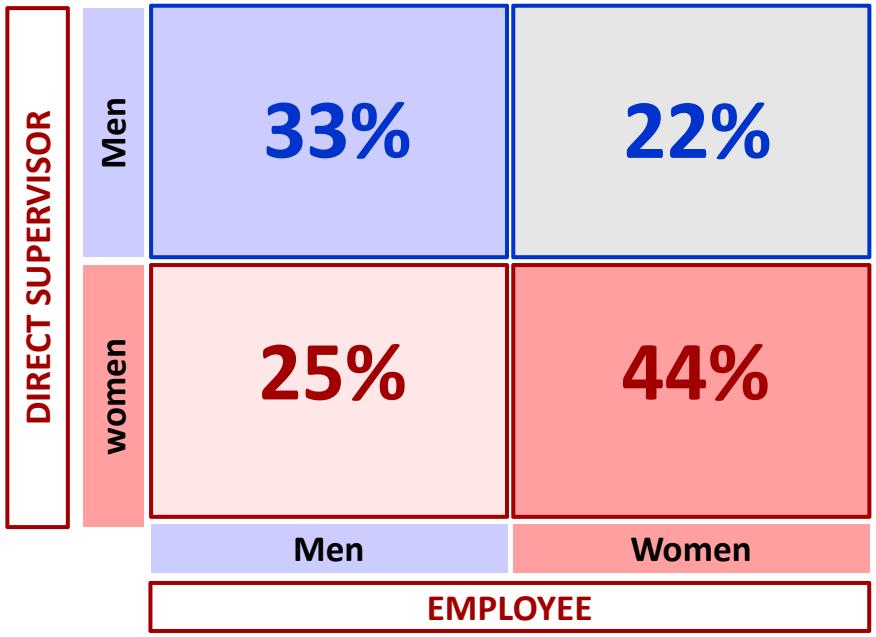
NOTE: *This chart shows the percentage of collaborators who perceive an excellent instrumental support from their direct supervisor, giving them 6 or 7 on a scale of 7.*

## AFRICA




**AVERAGE**: 34%

## IVORY COAST




**AVERAGE**: 30%

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# Excellent *policy management* perception

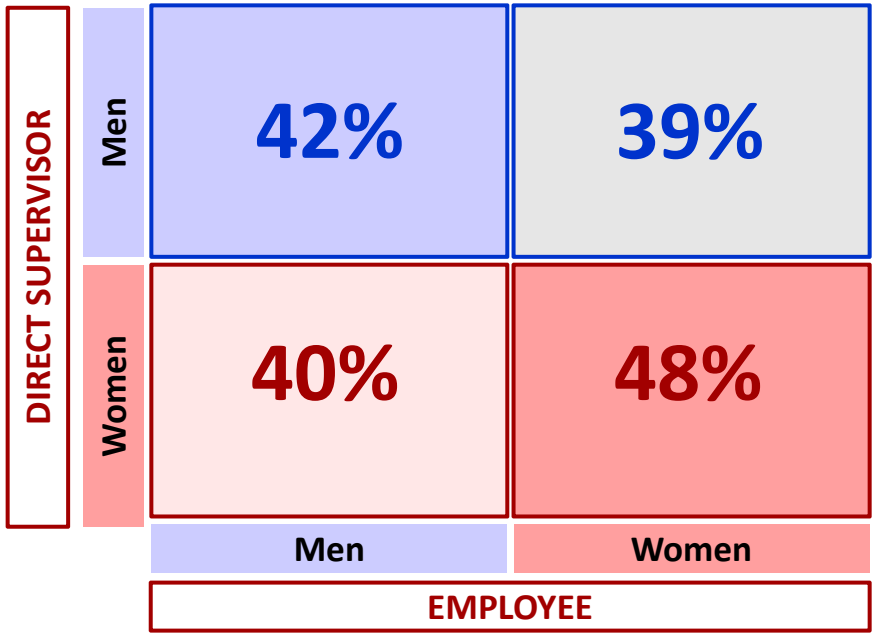
The "CFR Supervisor: supervisor policy management " charts refer to the following questions in the questionnaire:

Do you agree with the following statement?

- My supervisor organizes the department so as to benefit the employees and the company

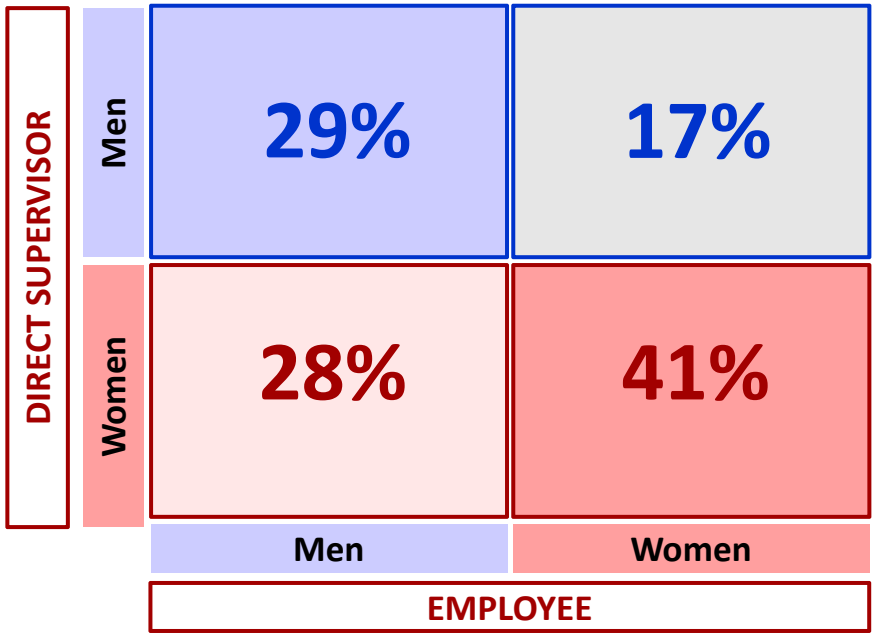
NOTE: *This chart shows the percentage of collaborators who perceive an excellent policy management by their direct supervisor, giving them 6 or 7 on a scale of 7.*

## AFRICA




**AVERAGE**: 42%

## IVORY COAST




**AVERAGE**: 26%

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# Manager as an excellent *role model* to follow

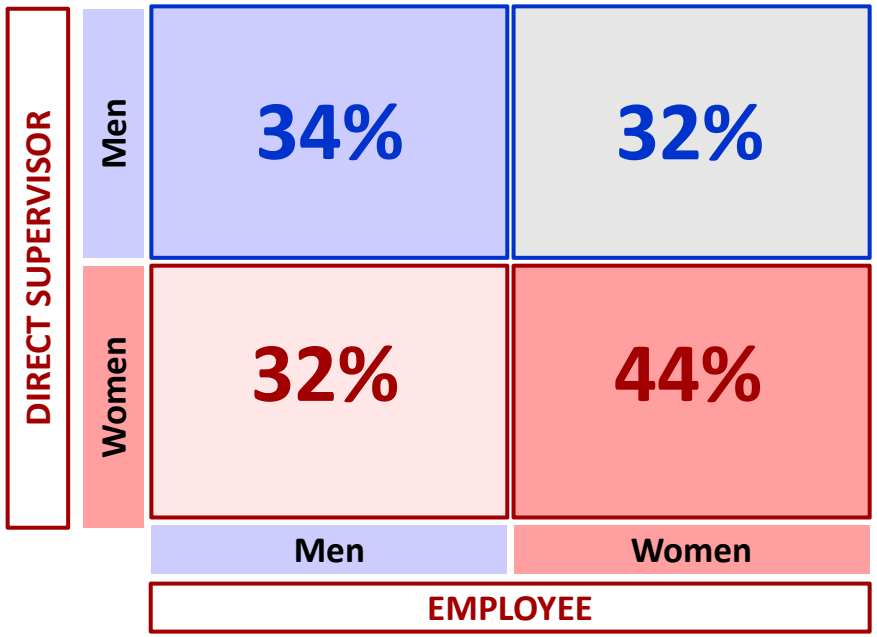
CFR Supervisor: the supervisor as an excellent role model to follow" chart refers to the following questions in the questionnaire:

Do you agree with the following statement?

- My supervisor is a good reconciliation role model on and off the job

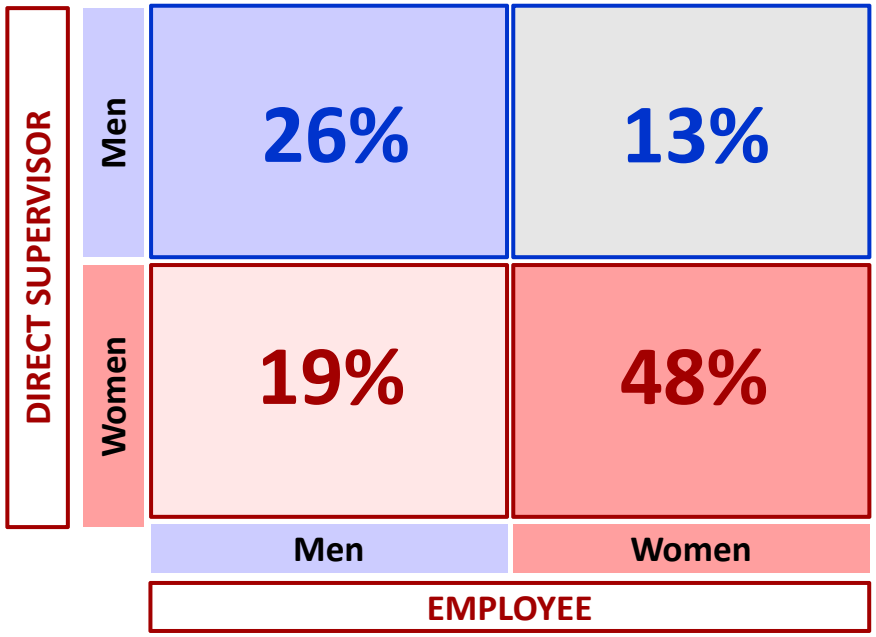
*NOTE: This chart shows the percentage of collaborators who perceive that their direct supervisor is an excellent role model to follow, giving them 6 or 7 on a scale of 7.*

## AFRICA




**AVERAGE**: 34%

## IVORY COAST




**AVERAGE**: 23%

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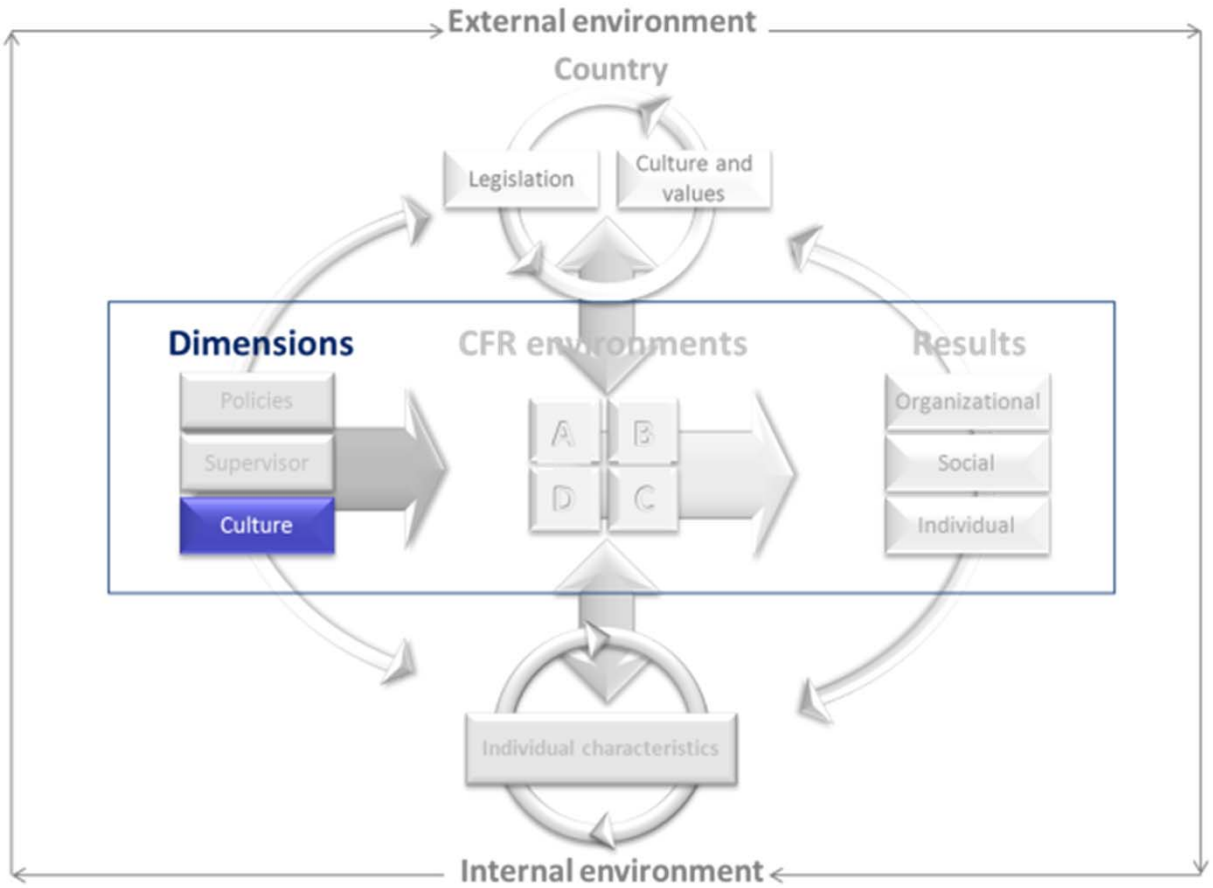
# Corporate Family Responsibility




## Culture

**Culture**

1. Co-worker respect policies CFR
2. Impact Career Path
3. Expectations workload and working hours

# Culture

## Co-worker leave of absence respect

- Co-workers respect maternity and paternity leaves maternidad y paternidad

## Negative consequences on the career

- To participate in CFR programs is perceived as a lack of career commitment
- To reject a promotion or transfer for family reasons jeopardizes career development
- Using flexible working schedule hinders career advancement

## Workload and working hours expectations

- One must work more than the established hours in order to advance
- It is expected that one puts work before family and personal life

**Corporate Family Responsibility culture** favors work-family-personal life integration:

- ✓ Values people who make use of flexibility policies for their contribution to the company, without penalizing them for their use.
- ✓ Respects people's workloads, avoids creating the expectation that people must constantly put work before family.

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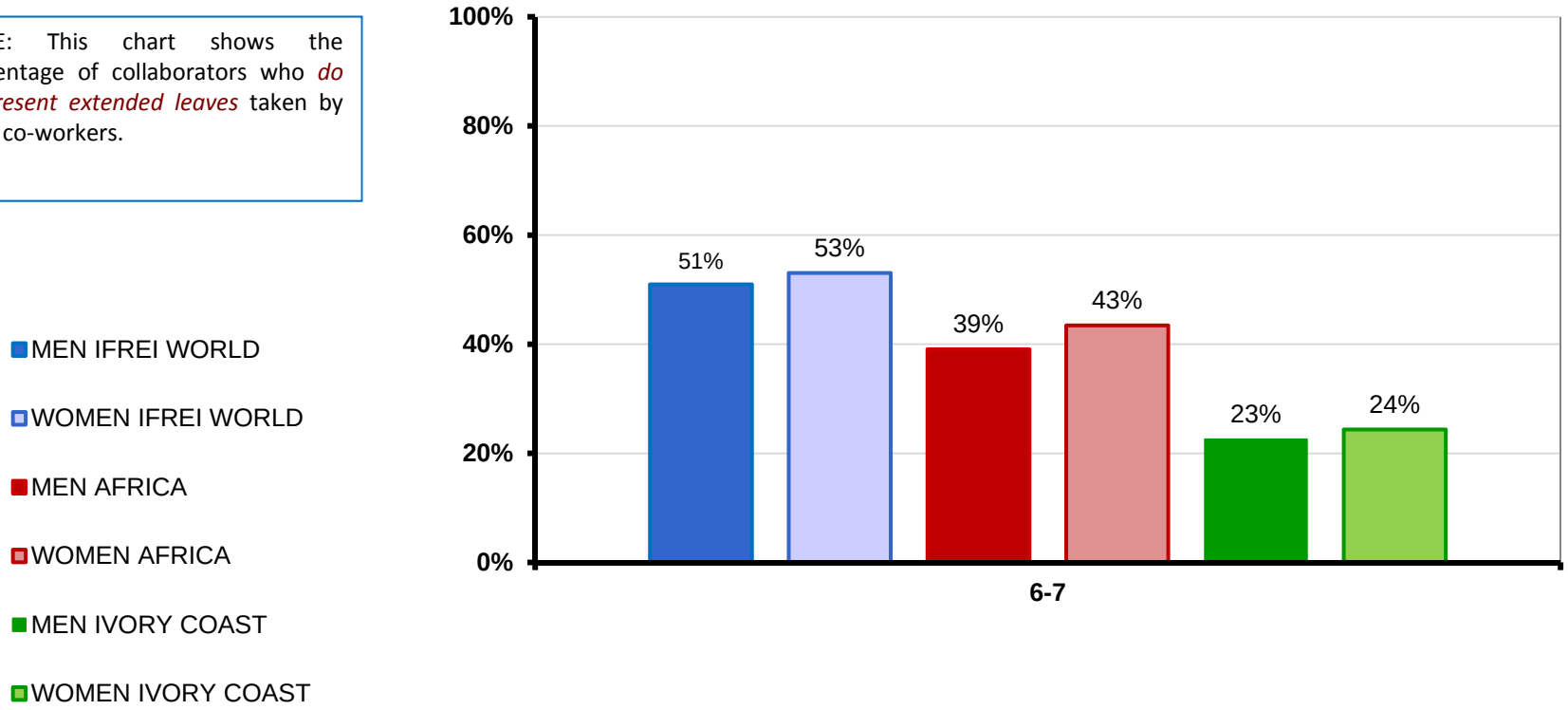
The "Corporate Family Responsibility Culture" chart refers to the following questions in the questionnaire on leaves of absence:

Do you agree with the following statements?

- Many employees resent **fathers** taking extended leaves to care for a newborn or adopted child
- Many employees resent mothers taking extended leaves to care for a newborn or adopted child

NOTE: This chart shows the percentage of collaborators who *do not resent extended leaves* taken by their co-workers.

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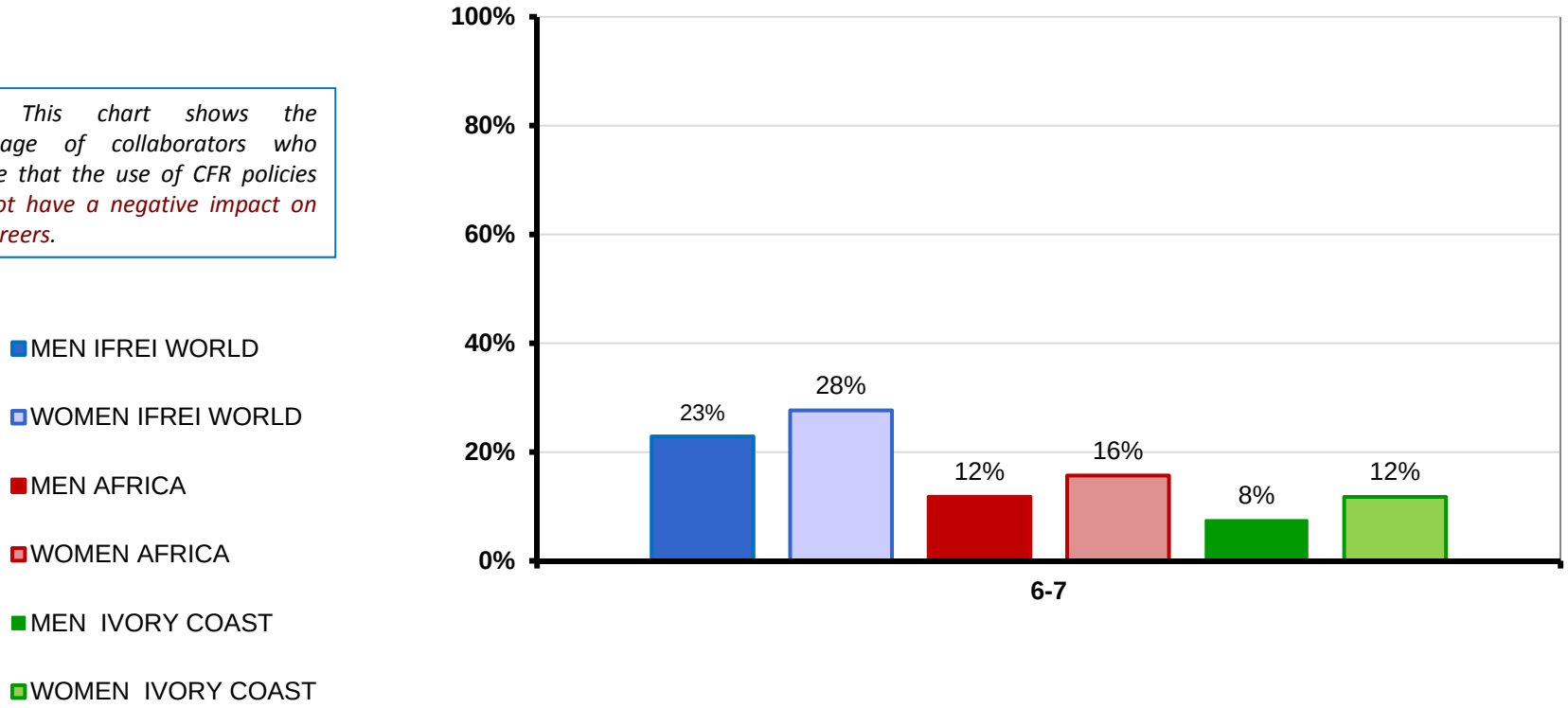
# CFR Culture

The "Corporate Family Responsibility Culture" chart refers to the following questions in the questionnaire on **negative consequences:**

Do you agree with the following statements?

- In this organization, employees who participate in available programs (e.g. part-time or job-sharing) are perceived as less committed to their career development than those who do not participate in these programs
- To refuse a promotion or transfer for family reasons, severely damages career development in this organization
- In this organization, employees who use flextime are less likely to advance in their careers than those who don't use it

NOTE: *This chart shows the percentage of collaborators who perceive that the use of CFR policies does not have a negative impact on their careers.*

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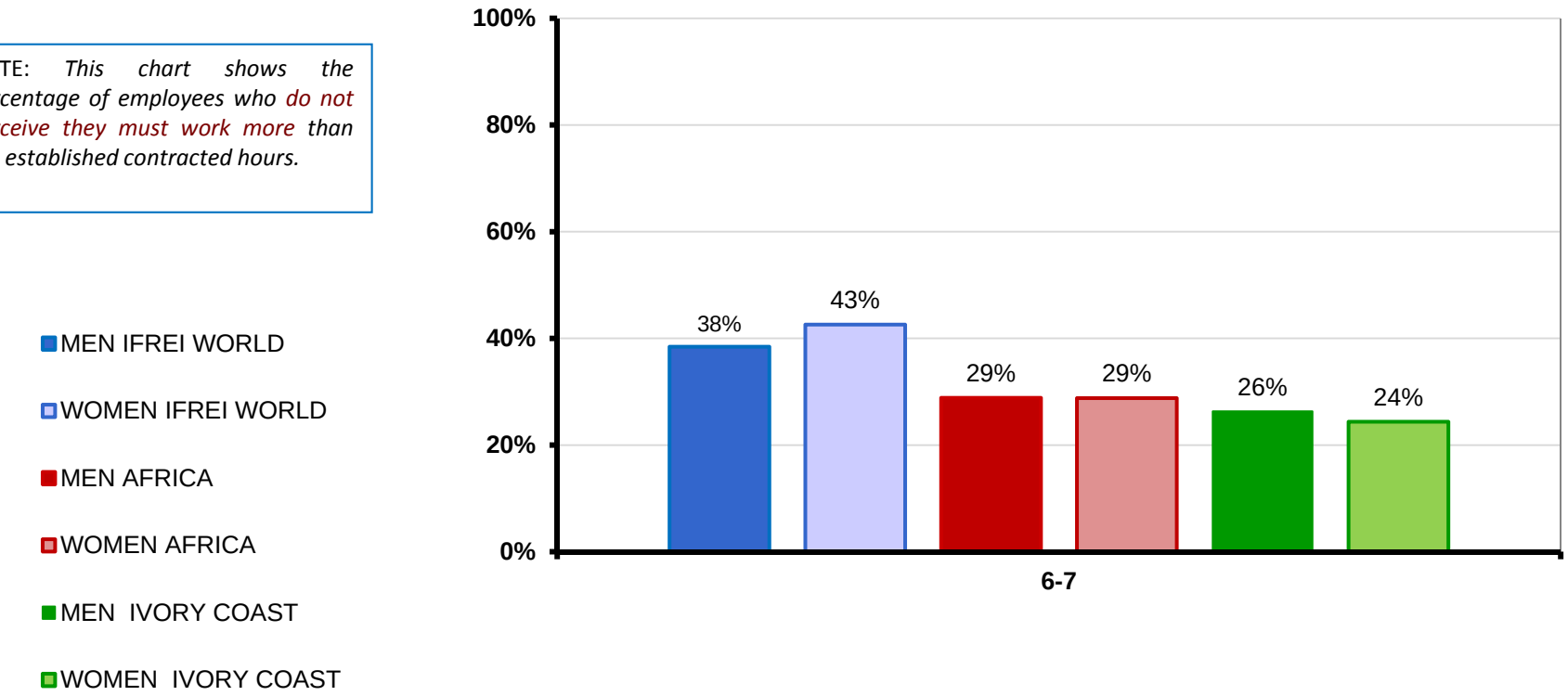
# CFR Culture

The "Corporate Family Responsibility Culture" chart refers to the following questions in the questionnaire on **working hours expectations**:

Do you agree with the following statements?

- To thrive in this company, one must work more than 50 hours a week, either at work or at home
- It is expected that employees continue to work at home at night and/or weekends
- It is expected that employees put work before family
- To be viewed favorably by top management employees must constantly put their work ahead of their family or personal life

NOTE: *This chart shows the percentage of employees who do not perceive they must work more than the established contracted hours.*

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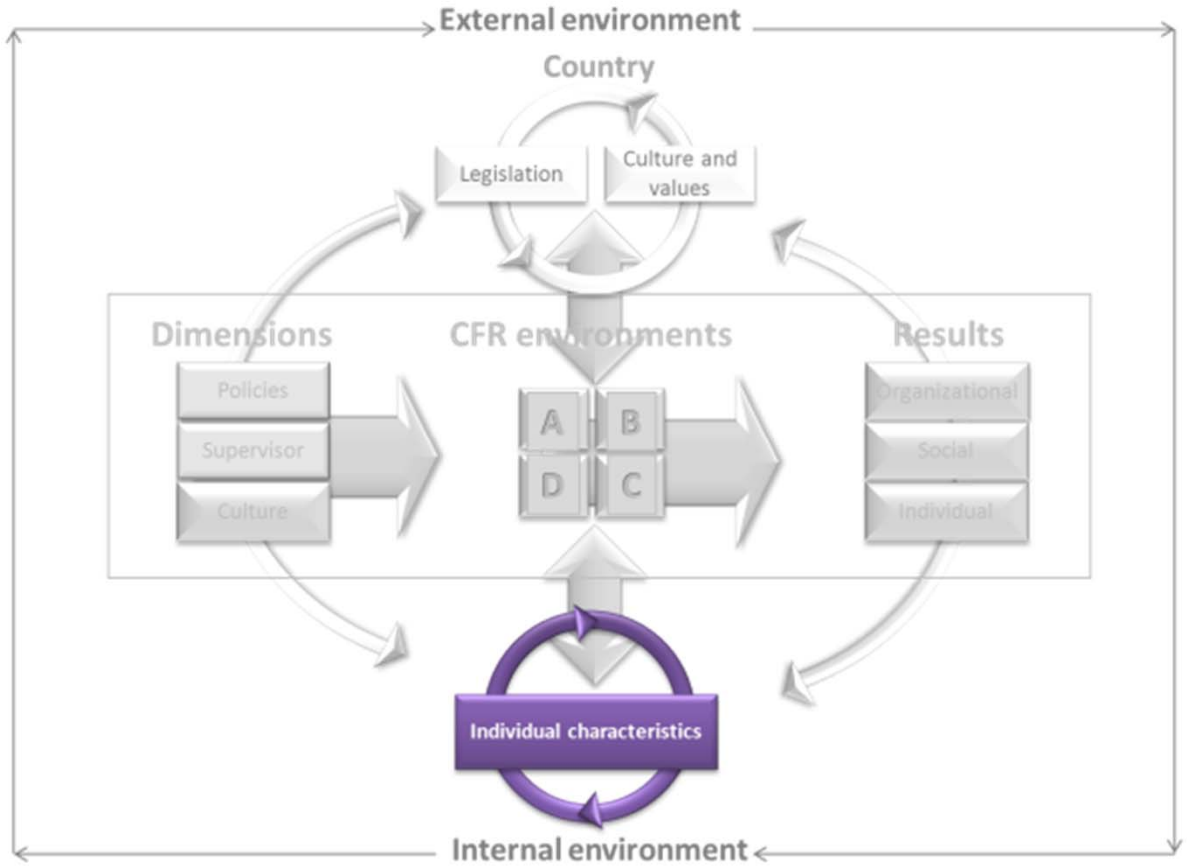
# Corporate Family Responsibility




## Individual characteristics

**Individual characteristics**

1. Coping strategies
2. Preferences to integration or segmentation

# Individual characteristics

## Coping Strategies

- Describes the way in which people face challenges to comply with all they are committed to at home and at work.
- Consists in creating a daily work plan and prioritizing various tasks

## Segmentation or Integration

**To Segment:** consists of establishing barriers, so that work and family are completely separated and do not overlap.

**To Integrate:** consists in joining the two areas.
Segmentation or integration preferences are two extremes of a continuum:

- In one extreme, professional and family life never overlap
- In the other, they share time and space

There are other factors that may facilitate or hinder **Corporate Family Responsibility** along with policies, supervisor support and company culture .

Individual characteristics are the preferences that each person has when dealing with work, family and personal life integration.

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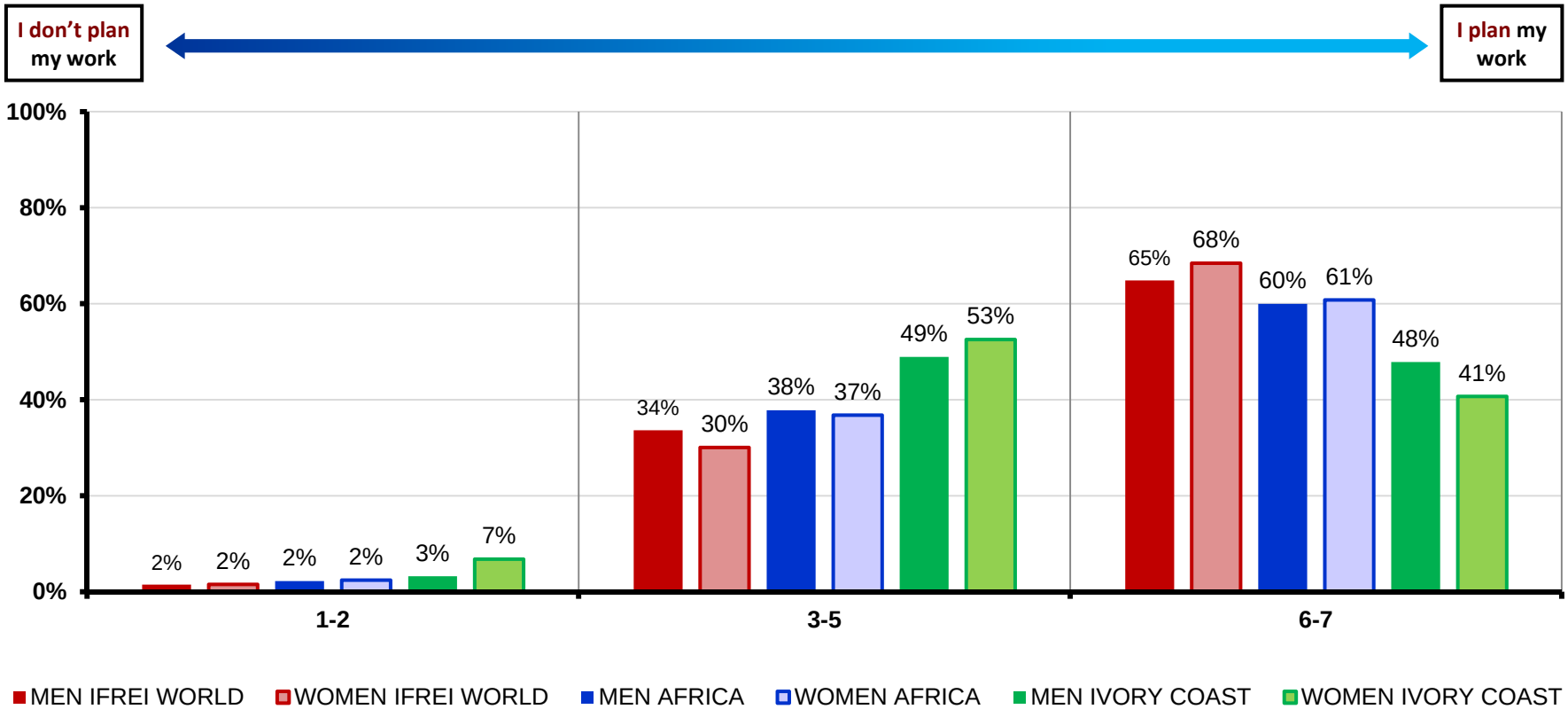
# Planning and prioritizing

The "Coping strategies: planning and prioritizing" charts refer to the following questions in the questionnaire:

Do you agree with the following statements? (1=Strongly disagree/ 7= Strongly agree)

- I plan and organize my work time
- I prioritize and do the most important thing first
- I work efficiently to finish things quickly
- I plan and organize how I to do what I need to

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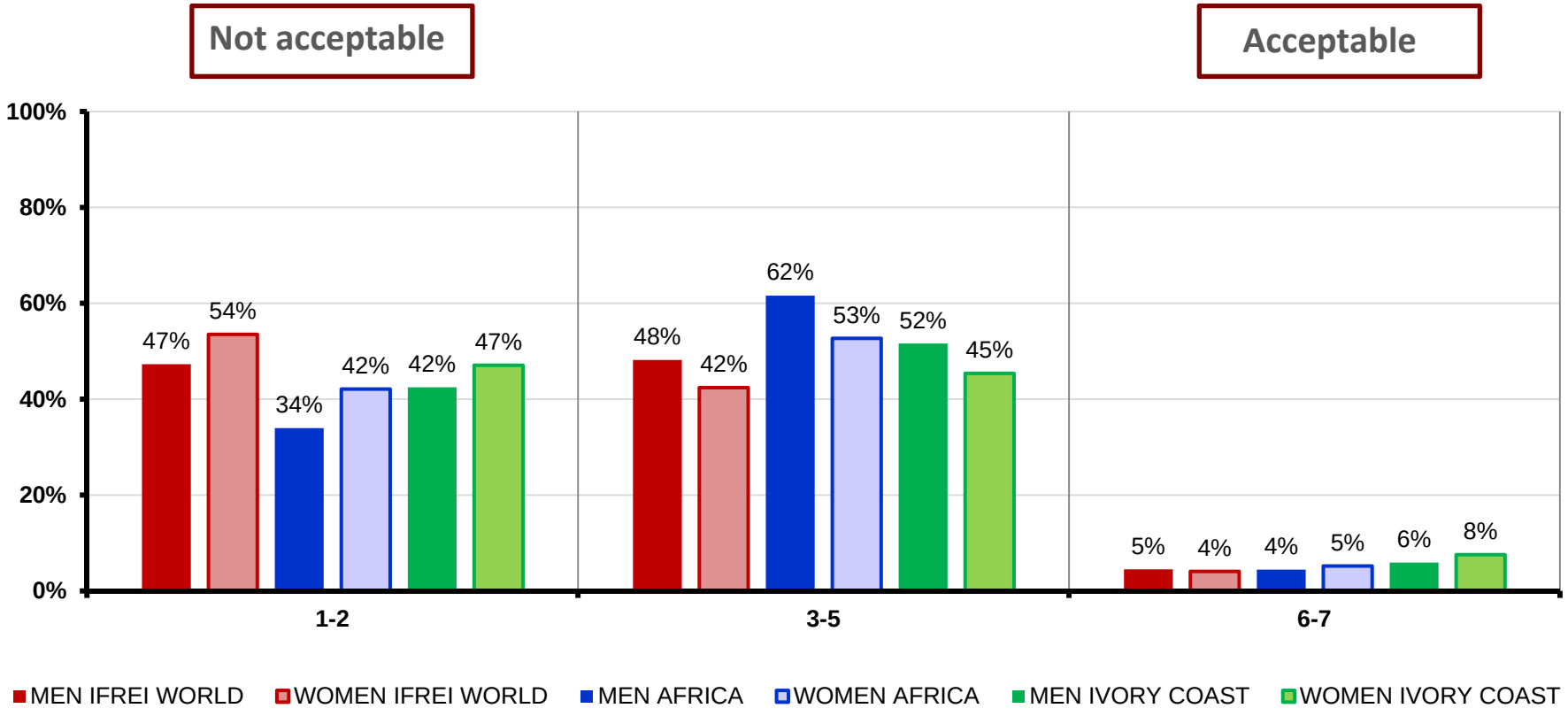
# Working from home

The “Preference for integration or segmentation: working from home ” charts refer to the following questions in the questionnaire:

To what extent are the following statements acceptable? (1=Never/ 7= Completely)

- That it is expected to work while at home
- That one should think about work at home
- That one should continue to think about work having left the workplace
- That it is expected to take work home

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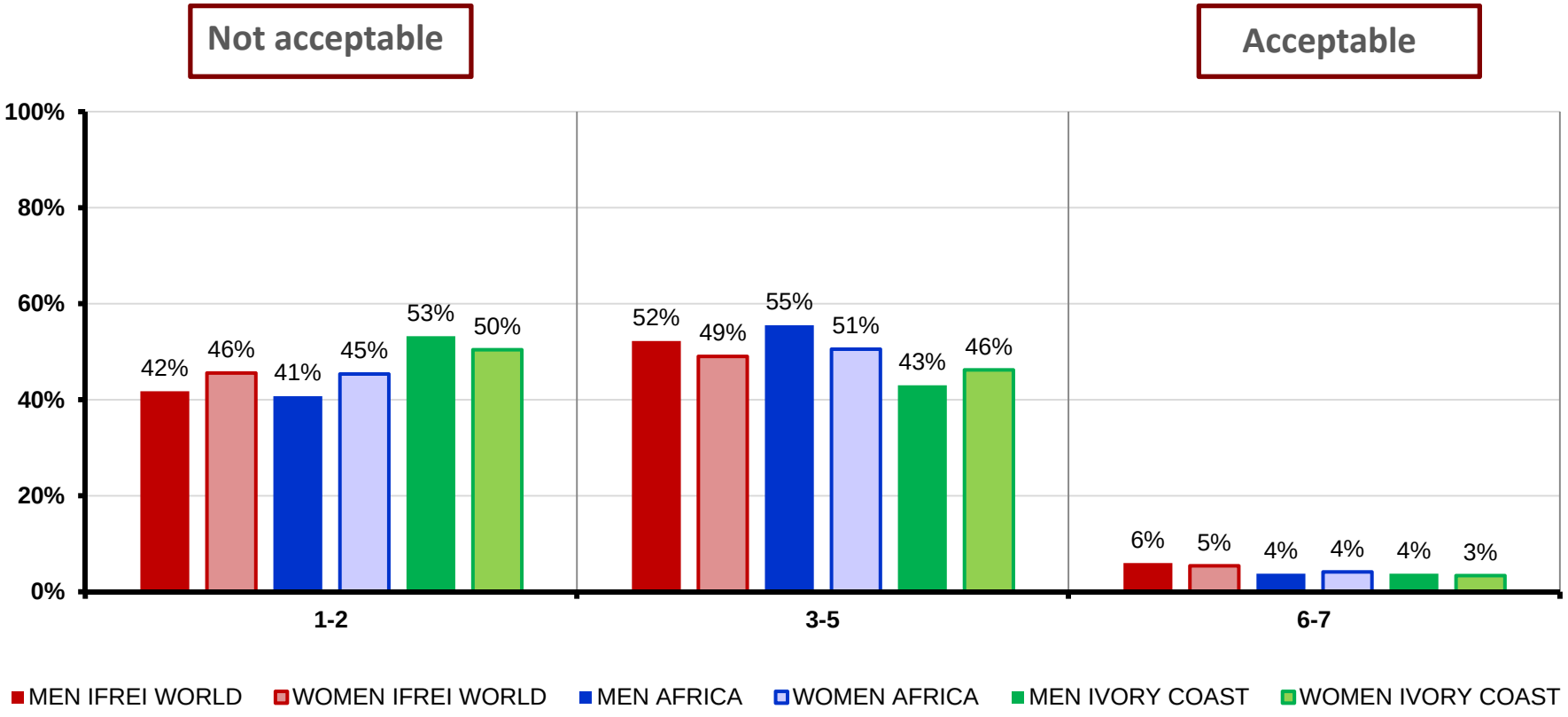
# Resolving family issues at home

The “Preference for integration or segmentation: resolving family issues at work ” chart refers to the following questions in the questionnaire:

To what extent are the following statements acceptable? (1=Never/ 7= Completely)

- Resolve family issues at work
- Think about family issues at work
- Take care of family tasks at work

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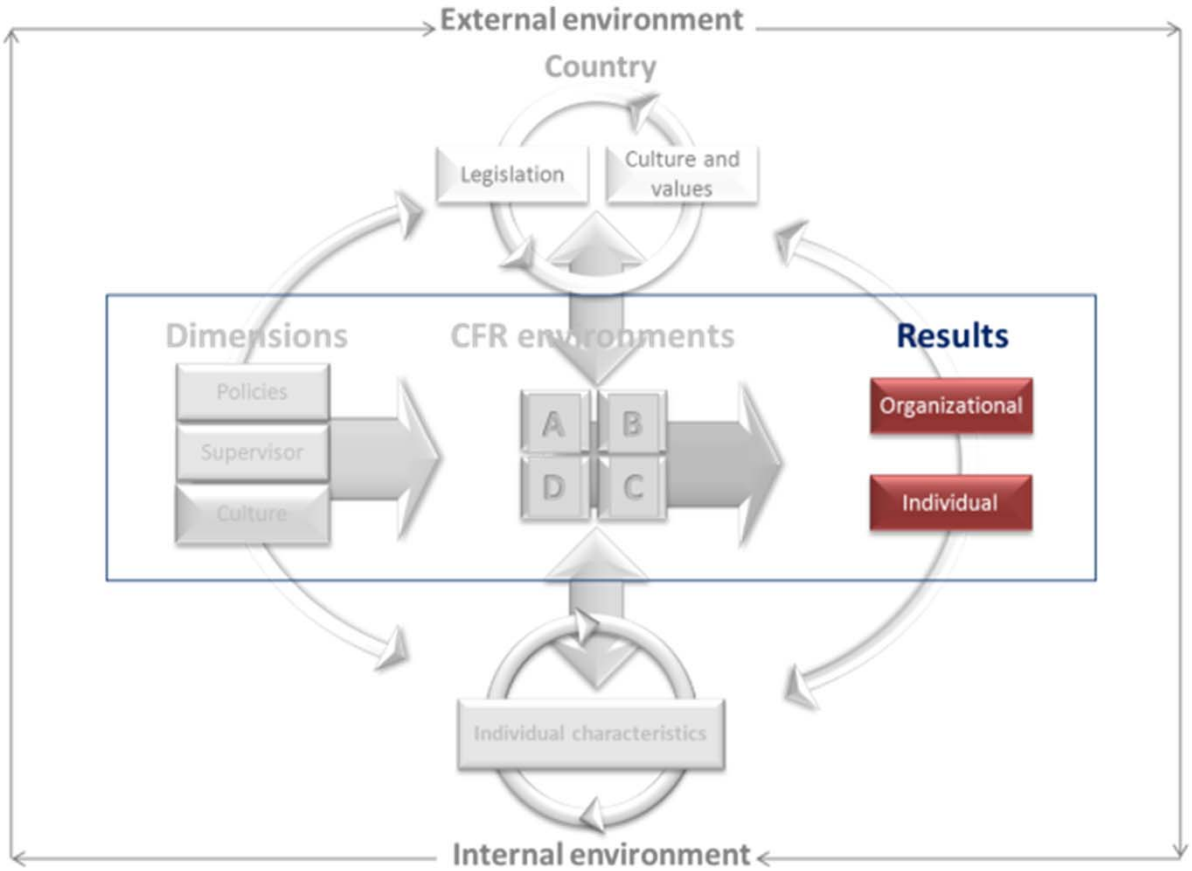
# Corporate Family Responsibility




## Results

| Organizational | Individual |
| --- | --- |
| 1. Intention to leave the company | 1. General health |
| 2. Perception of company support | 2. Work-family enrichment |
| 3. Productivity | 3. Satisfaction with work-family balance |
| | 4. Motivational profile |

# Organizational

## Intention of leaving the company

The desire to leave the company, if the external environment allows, has a negative impact on the organization. The better the work environment, the intention of leaving the company is less and talent loyalty more.

## Perception of company support

The perception about support offered by the company, depends on the policies and resources, which are at people's disposal as well as the interaction with managers. A good perception creates an emotional bond that helps employees identify with the organization.

ElThe impact that **Corporate Family Responsibility** has on company performance allows to establish areas of improvement in order to advance to a higher development level.

A polluted or unfavorable working environment, along with other factors, causes:

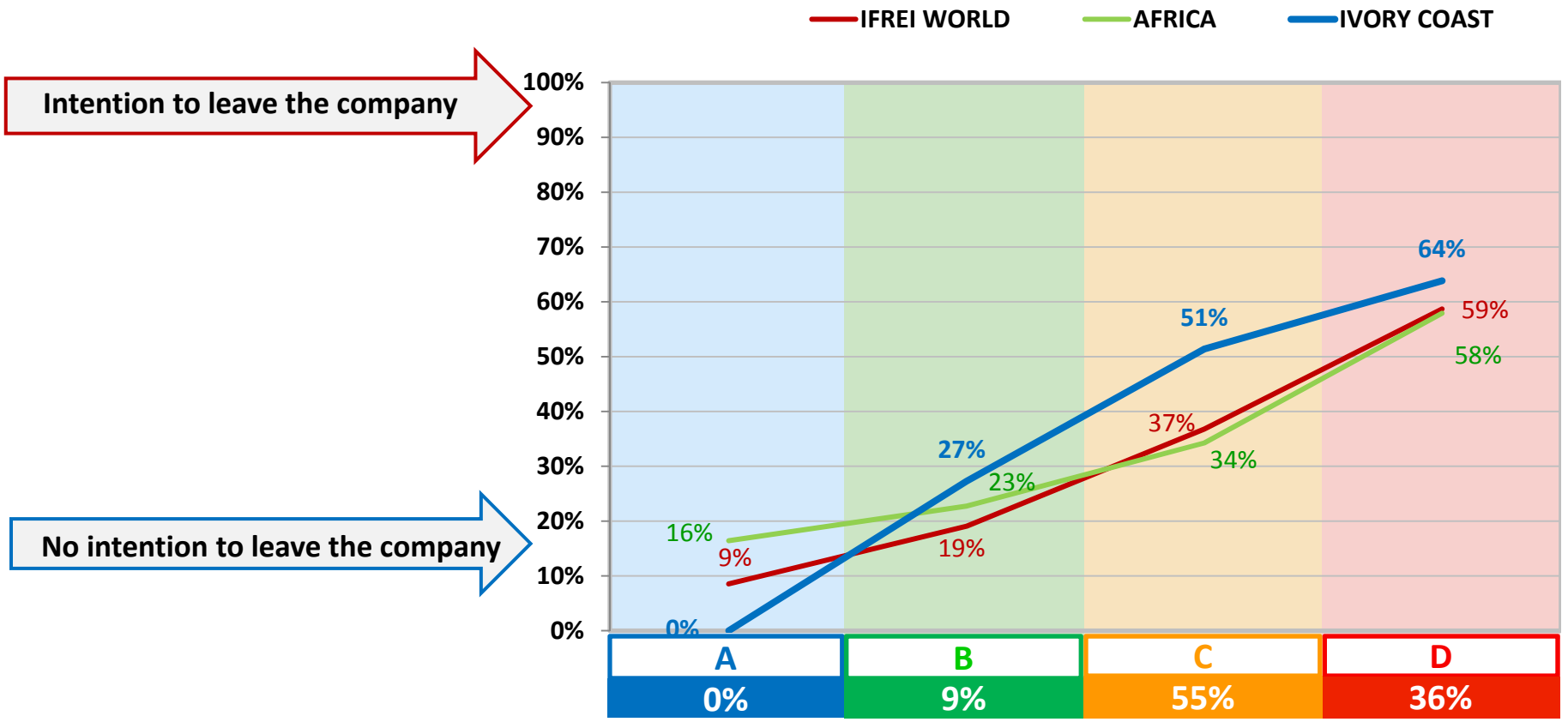
- Less productivity
- Experience loss
- Working environment deterioration
- Personnel demotivation
- Recruiting costs increase, to replace staff
- Training costs of the new employee
- Substitution costs for job vacancy

# Intention of leaving the company

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- I would prefer another more ideal job than the one I have now.
- If it was up to me, in three years I would not be in this organization
- I frequently think of quitting my job.

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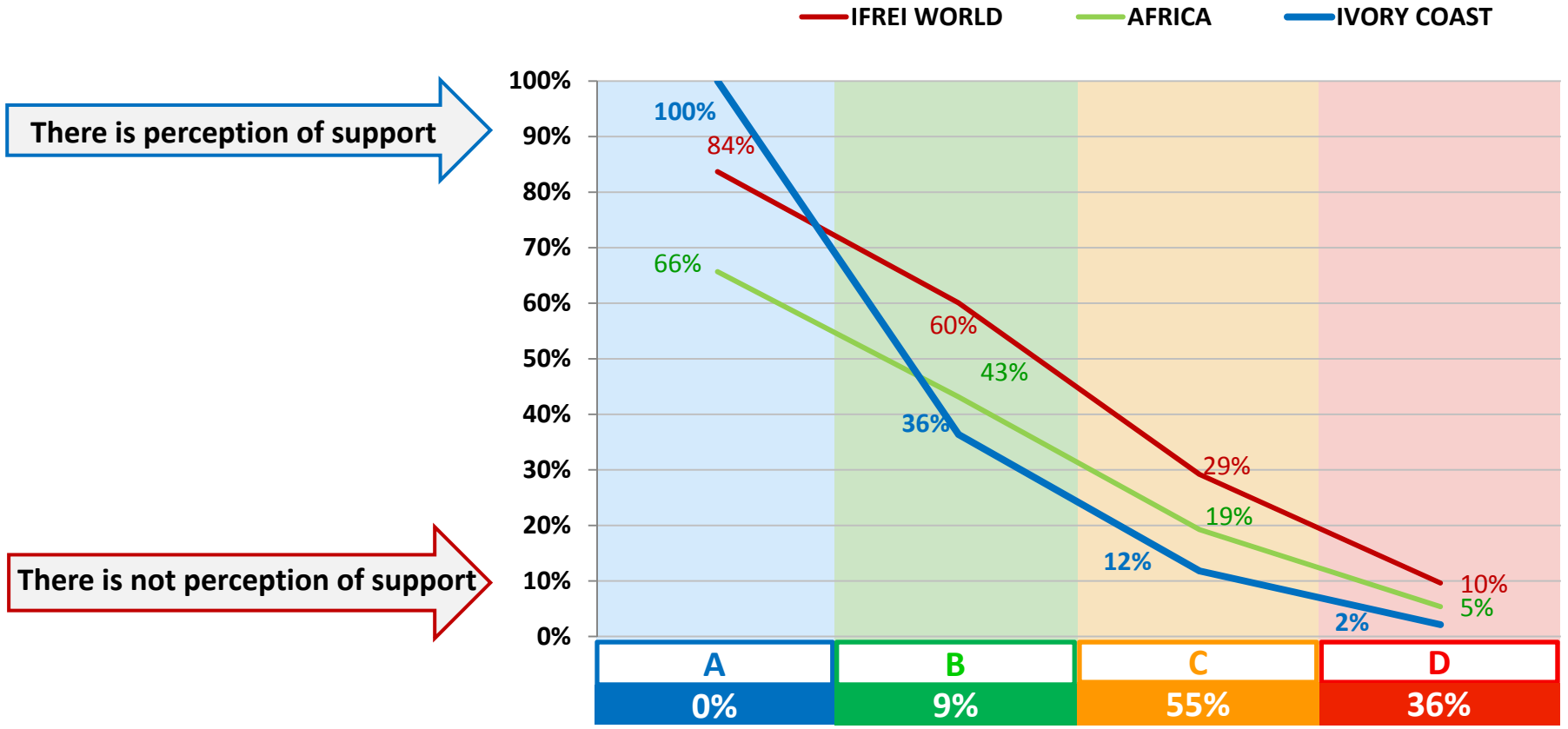
# Perception of company support

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- When I have a problem the organization tries to help me.
- The organization is sincerely concerned about my well-being.
- The organization takes my opinion seriously.
- The organization is concerned about my overall satisfaction at work.

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# Individuals



## General health

It is a person's well-being. The bigger negative tensions are between work and family environments, the greater the physical and mental deterioration. On the contrary, reconciliation improves social relationships and dampens problems.

## Family-work enrichment

The level in which experience is gained through one role improves the quality of life of the other. It focuses on the obtained skills from work that can be applied in their family role. Similarly, the obtained skills at home improve performance as an employee.

## Satisfaction with work-family balance

The person's satisfaction level with time devoted to their work and family care, and the degree of satisfaction in which both fit together in a balanced way. It helps in providing the resources to do the job in autonomous and flexible way.

## Motivational profile

People are motivated by extrinsic, intrinsic, or transcendent reasons. The motivational quality and criteria followed for decision-making are determined by the stimulation, enjoyment of work, or helping others.

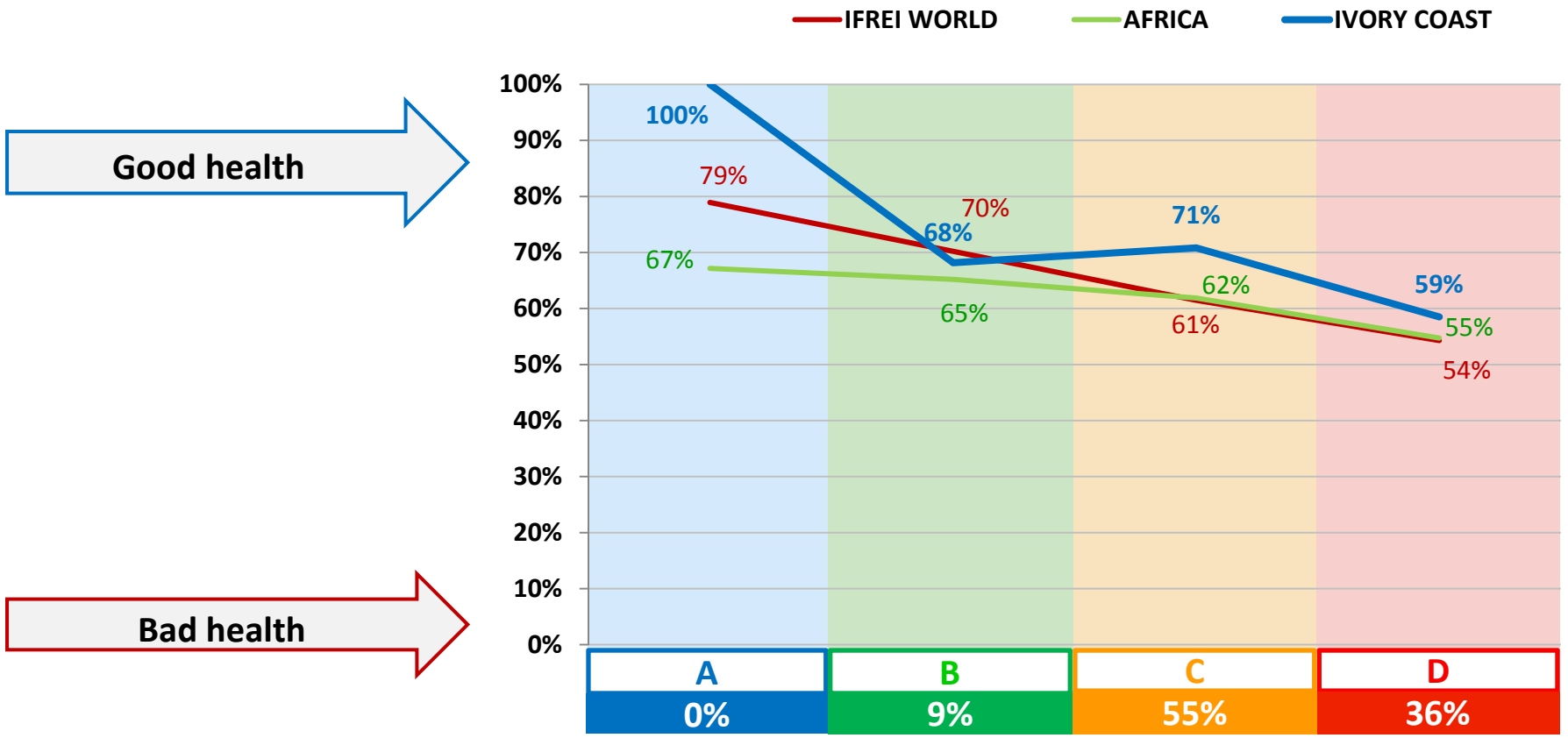
An enriching and favorable environment has a positive impact on persons, particularly with:

- Less absenteeism
- Better health and productivity
- More interpersonal skills at work
- More confidence in abilities
- More ability to multi-task
- More understanding of others
- More interpersonal skills

# Quality of life

The charts refer to the following questions in the questionnaire:

In general, how do you qualify your health?

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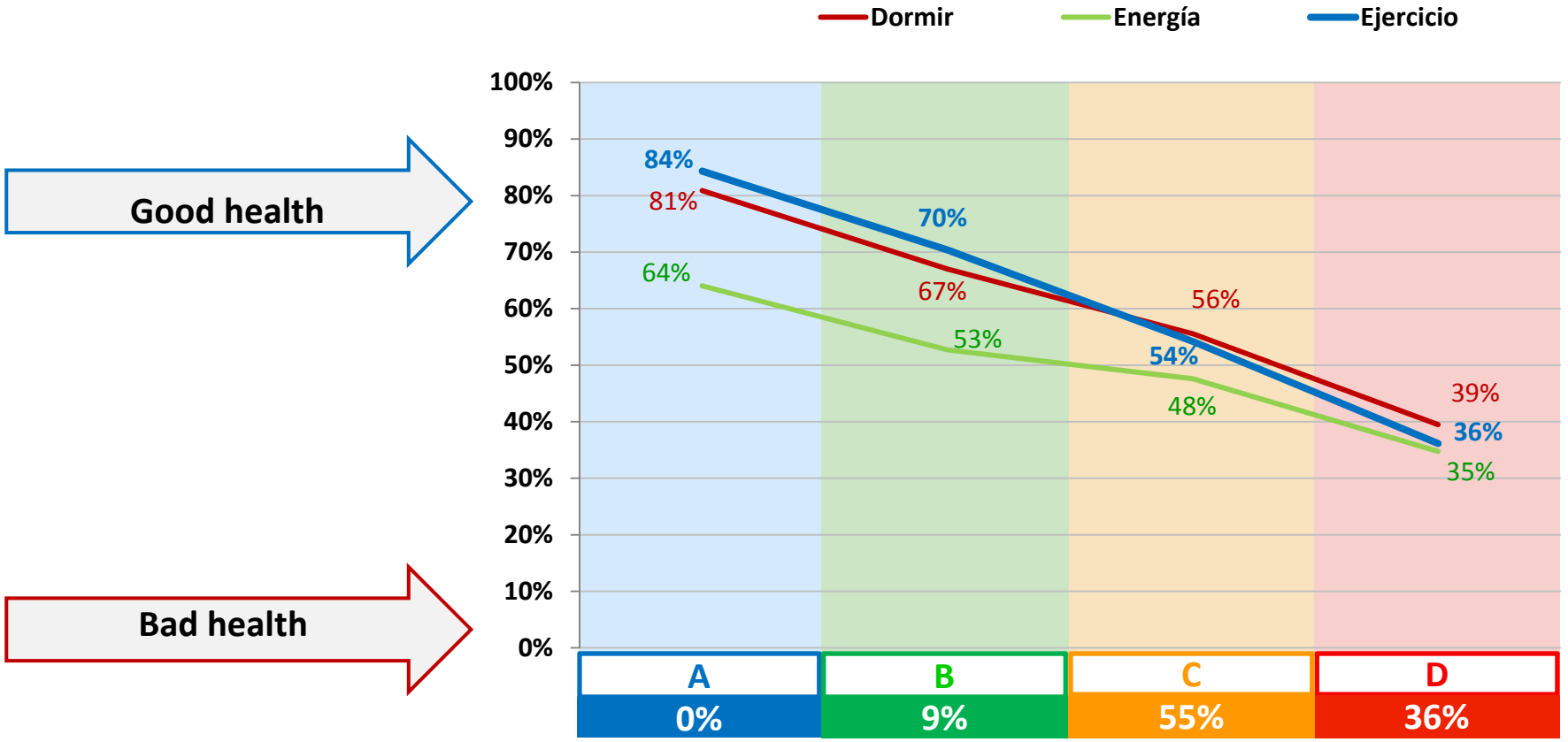
# Exercise, Sleep and Energy

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- I sleep well at night. (SLEEP)
- I get enough physical exercise during the week. (EXERCISE)
- When I get home from work, I have enough energy to carry out my family or personal responsibilities. (ENERGY)

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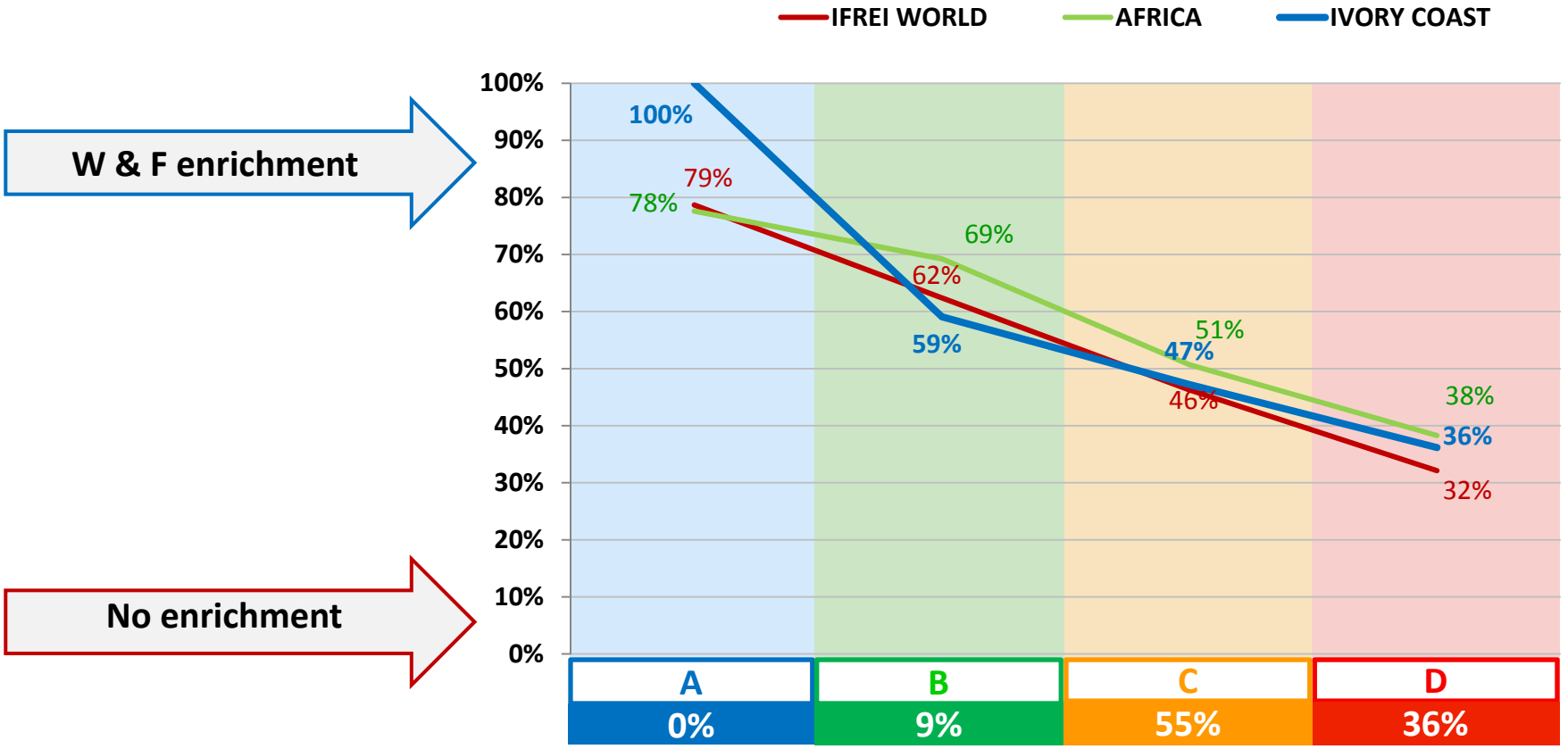
# Work-family enrichment

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- The fulfillment of my work responsibilities has enriched the interpersonal skills needed to succeed at home.
- Overcoming obstacles at work has given me confidence in my abilities at home.
- Multi-tasking at work has improved my ability to multi-task at home.
- To be involved at work has helped me understand my family better.

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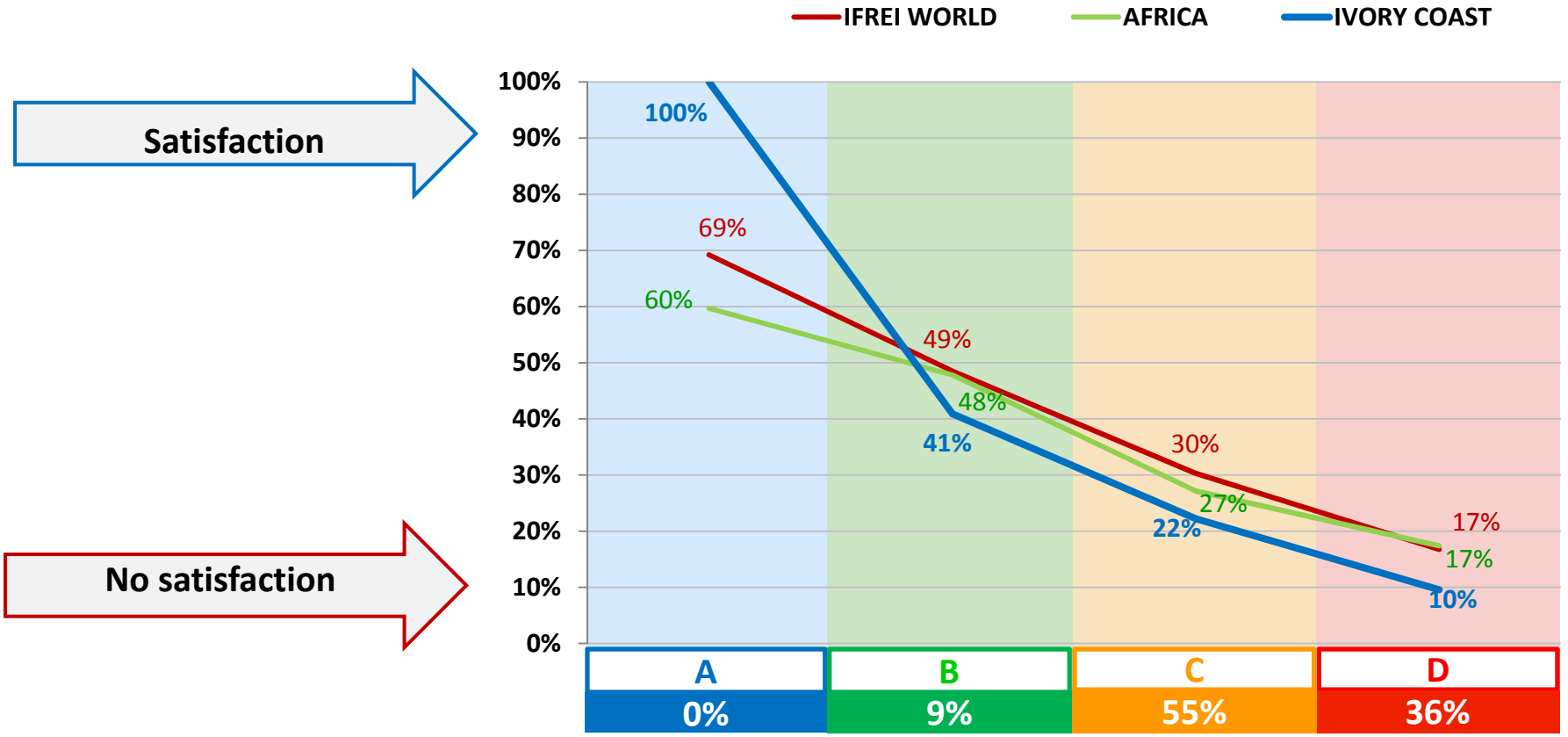
# Work-family Balance satisfaction

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- The way in which you divide your time between work, family and personal life.
- The way in which you divide your time between work and home.
- The way in which your personal and family life fit together and integrate.
- Your ability to reconcile work with personal and family needs.
- The opportunity you have to carry out your work and family obligations well.

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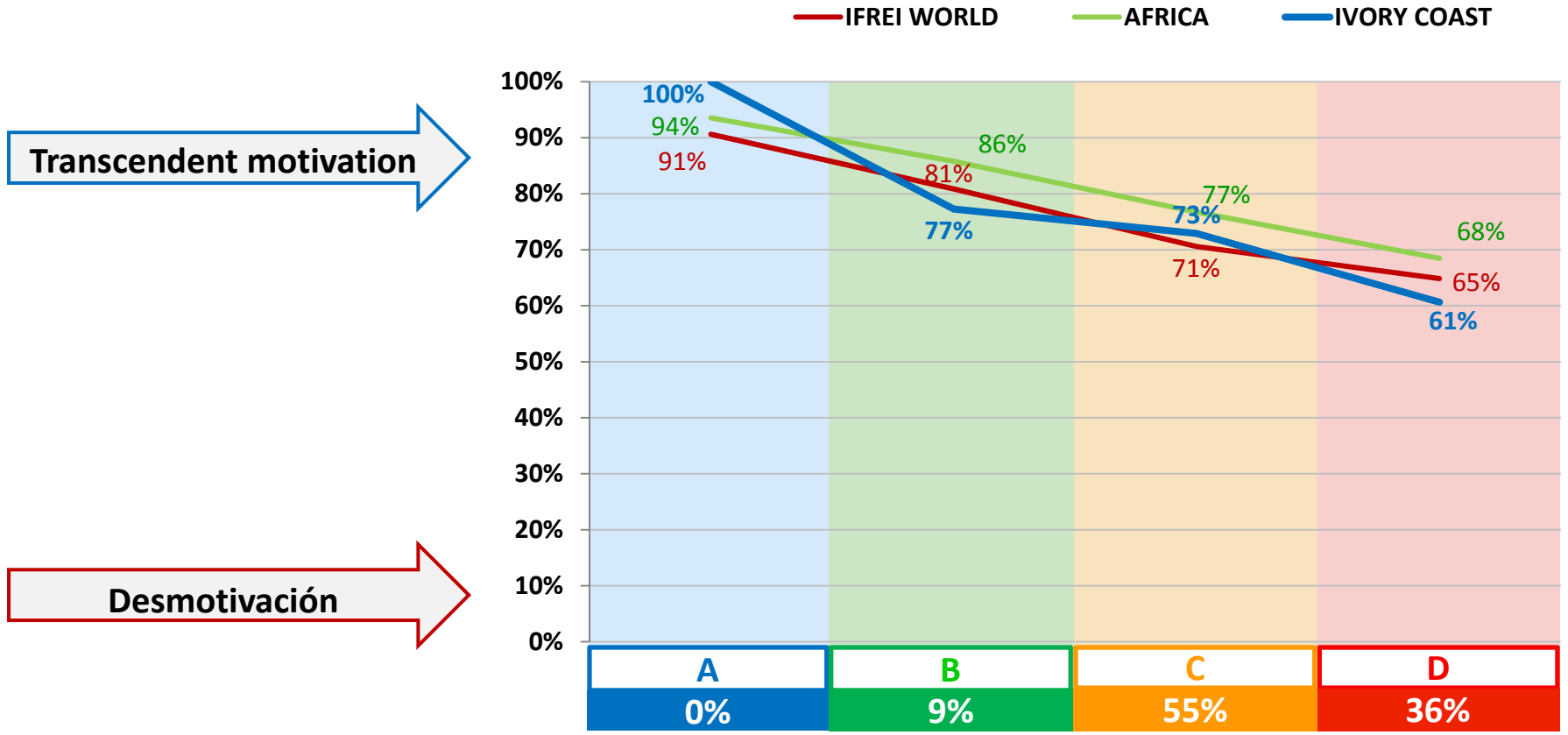
# Transcendent motivation

The charts refer to the following questions in the questionnaire:

Why are you motivated to do your job?

- Because I want others to benefit through my work.
- Because I want to have a positive impact on others.
- Because I want to help others through my work.
- Because it's important for me to do good for others through my work.

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# Intrinsic motivation

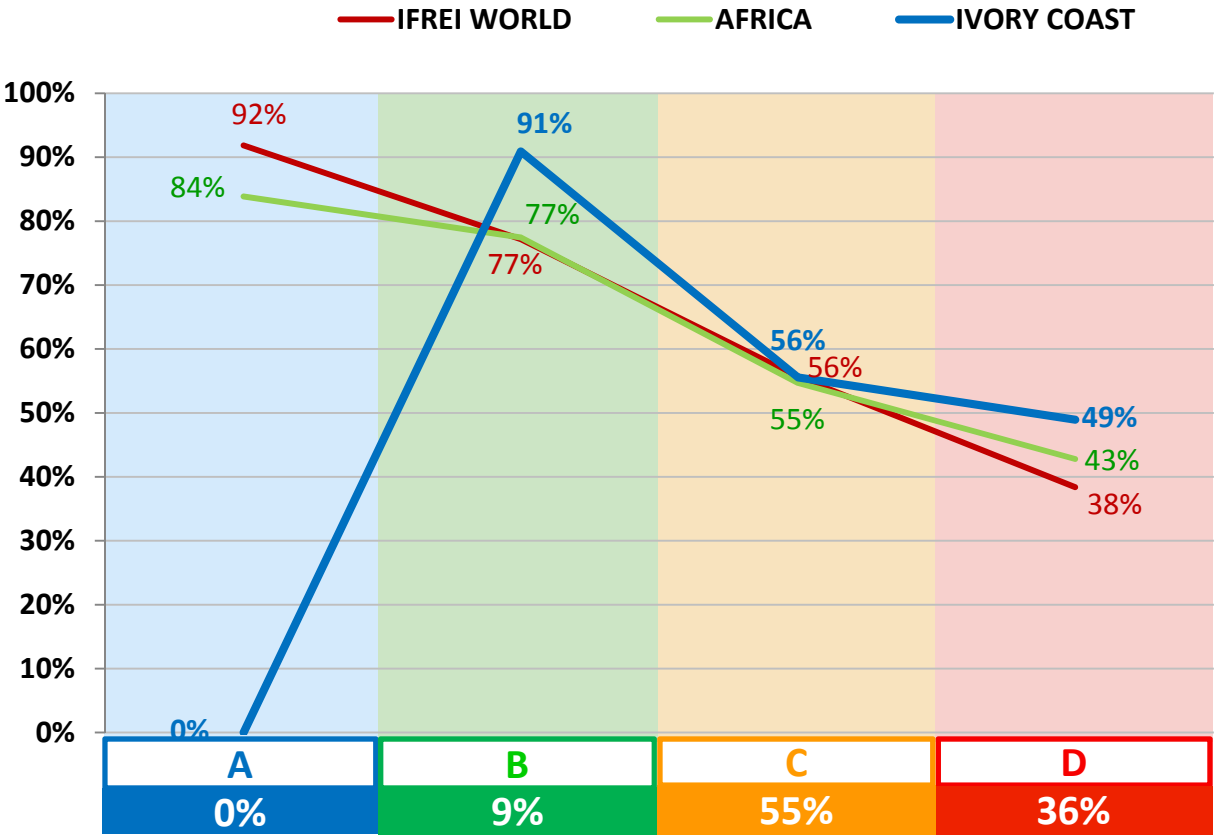
The charts refer to the following questions in the questionnaire:

Why are you motivated to do your job?

- Because I enjoy my work.
- Because my job is fun.
- Because I consider my work to be attractive.
- Because I learn/develop skills.

**Intrinsic motivation**

**Demotivation**

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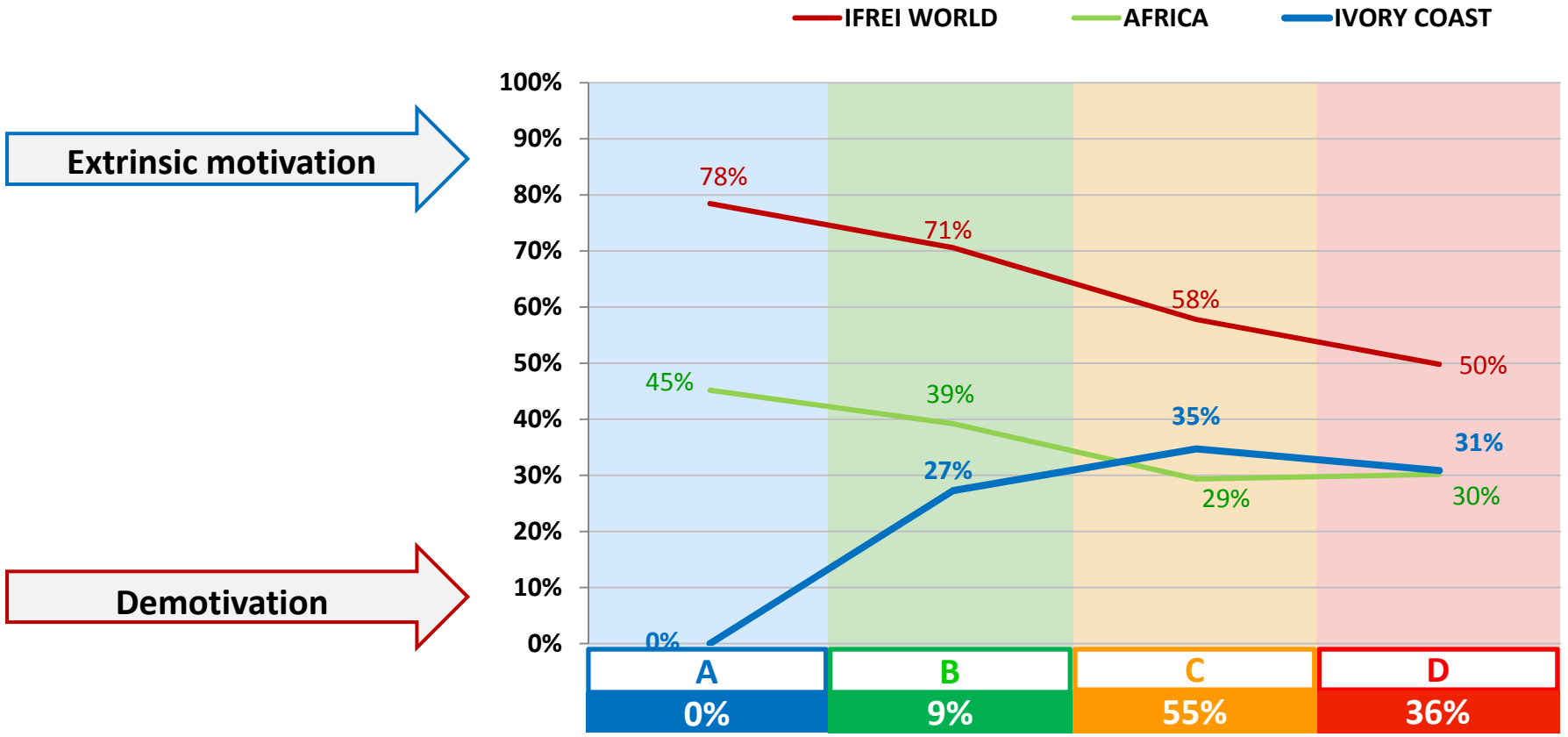
# Extrinsic motivation

The charts refer to the following questions in the questionnaire:

Why are you motivated to do your job?

- Because I want to reach the income goals I have.
- Because I want to get promoted.
- Because I want other people to recognize my good work.
- Because I my job gives me a certain status.

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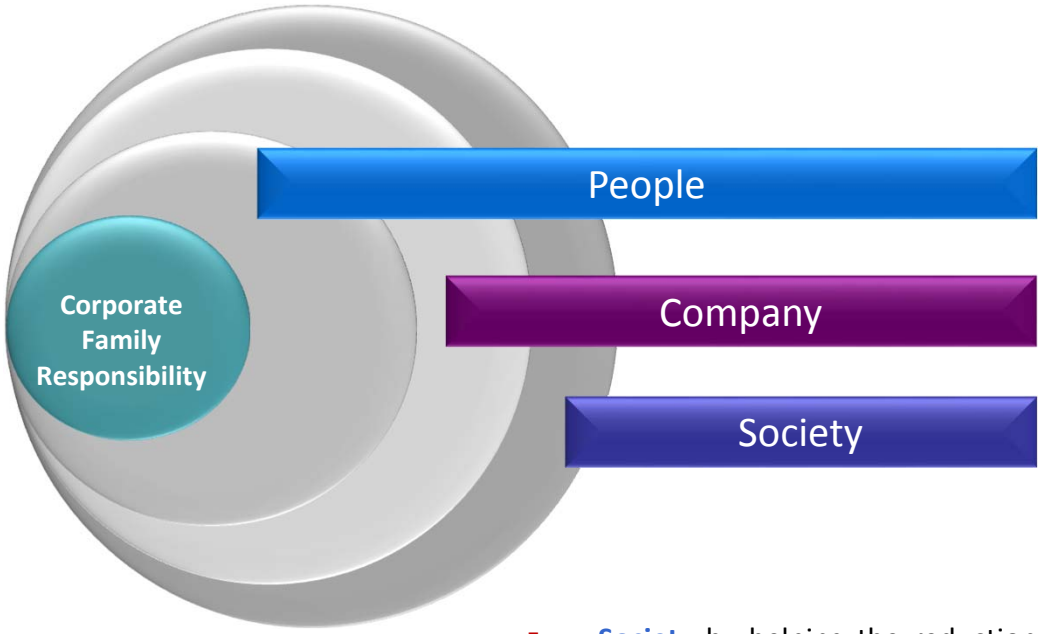
# Corporate Family Responsibility

Impact

# CFR Impact



The Corporate Family Responsibility of a company supports the integration of work, family and personal life of collaborators and provides the flexibility, both in time and in place. Providing professional support, services and family benefits beyond economic compensation. It has a positive impact on:




- **People,** by allowing them organize their working time so that it does not interfere or hinder family responsibilities. They tend to reduce the commuting time and, therefore, favor productivity.

- **The company** by offering longer hours of public service, lowering expenses due to absenteeism, and having more people engaged in their work. They are necessary and particularly relevant in industries or sectors undergoing changes in products or give constant and rapid service, where the added value of employees is greater

- **Society** by helping the reduction of environmental pollution due to the lower number of commuters. Costs in health services are also reduced, since Corporate Family Responsibility helps reduce stress and other related diseases. It has a positive impact also on the education level of the country since parents can become more involved in the education of the children, resulting in more scholastic achievements and the decrease of addiction and crime.

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## Leadership

- ✓ Je suis chef d'entreprise d´une profession libérale, Je décide tout seul la plupart du temps. Il n´est pas toujours évident que mes décisions soit les meilleures.
- ✓ Me concernant je suis le responsable de ma structure. Et je compte céder la gestion très bientôt pour rejoindre la fonction public. alors il me faudra gérer ma nouvelle fonction a la fonction publique, avoir un regard sur la gestion de ma famille et concilier tout cela avec la famille. Alors comment m'y prendre?

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## Culture

- ✓ Je pense que les hommes surtout doivent être formé sur comment concilier la vie de couple et le travaille parce qu'à mon avis la plupart des femmes savent ou sont obligées de concilier les deux, ce qui n'est pas le cas des hommes généralement qui souvent se plaignent même des pleurs de leurs propres enfants.

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## Policies

- ✓ Les congés de maternité doivent être plus longs que le minimum légal (4 à 5 mois).
- ✓ Une assurance maladie et risque au sein du cabinet.
- ✓ Sortie détente entre travailleurs et familles des travailleurs.
- ✓ Besoin de formation sur la question de la famille.
- ✓ Horaire de travail fexible et possibilité de travailler à domicile (conférence telephonique).
- ✓ Sport communautaire.
- ✓ Aide à l'accès à la propriété immobilière
- ✓ Garderie
- ✓ Meilleure valorisation du travail (moyens de travail, rémunération)
- ✓ Teletravail
- ✓ Seminaire de formation à l'endroit du personnel et de la direction de l'entreprise.
- ✓ Accord de prèts financiers à remboursement flexible.

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- ✓ Aide à l'accès à la propriété immobilière
- ✓ Garderie
- ✓ Meilleure valorisation du travail (moyens de travail, rémunération)
- ✓ Teletravail
- ✓ Prêt scolaire et universitaire pour l'éducation des enfants.

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## Policies

- ✓ Politique pour aider les employés à acquérir une maison.
- ✓ Il faut qu'on insere le sport dans le programme de travail.
- ✓ Journées portes ouvertes aux familles des agents, ce qui permettrait aux familles d'apprécier le travail des conjoints.
- ✓ Les mises en disponibilites ou annees sabbatiques.
- ✓ Voyages familiaux organisés pour les cadres de l'entreprise.
- ✓ Travail à temps partiel.
- ✓ Semaine comprimée.
- ✓ Mettre en place une salle de sport au sein de l'entreprise. Une bibliothèque.
- ✓ Organisation de manifestation regroupant les familles des employés.
- ✓ Mettre a la disposition des employés des moyens pour faciliter le déplacement de leur maison a leur lieu de travail.
- ✓ Congés de maternité plus long que le minimum légal. Congé parental payé.

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## Suggestions

- ✓ Il serait bon de sensibiliser es entreprises privées sur l'importance de l'équilibre des employés en tenant compte de leur vie familiale . Séminaires, programme sont les bienvenus.
- ✓ Repas de groupe. Sortie de groupe.
- ✓ Permettre à l'agent que nous sommes d'avoir droit au repos hebdomadaire et de prendre des congés annuelles sans conditions.
- ✓ Mon organisation ne dispose pas de politique d'accompagnement des familles, en cas de problèmes de conciliation entre la vie de famille et le travail. Alors que s'il en existait, elle aiderait à la gestion des conflits entre famille et travail et permettrait une meilleure gestion famille-travail.
- ✓ Organiser de même que nous faisons des séminaire de formation professionnelle des séminaire de formation sur la famille. Car famille et travail son lié d'une façon ou d'une autre.
- ✓ Seminaires d'information l'emmenerai a comprendre qu´une telle politique est motivante pour le personnel et favorise donc un meilleur rendement de lui.

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- ✓ Seminaires d'information l'emmenerai a comprendre qu´une telle politique est motivante pour le personnel et favorise donc un meilleur rendement de lui.

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## Suggestions

- ✓ Celle de prendre en compte les réalités sociales des travailleurs en leurs accordant des avantages liés à la famille.
- ✓ Favoriser des rencontre de familles et partage d'expérience pour mieux concilier travail et la vie de famille.
- ✓ Remuneration en fonction du travail fourni et de la specificité du travail.
- ✓ Seminaire de formation à l'endroit du personnel et de la direction de l'entreprise.
- ✓ Développer la communication interpersonnelle entre les cadres.
- ✓ Prêt scolaire et universitaire pour l'éducation des enfants.

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## Impact

- ✓ Merci pour ce sondage qui j'espère nous donnera le mode d'emploi de gestion de la vie par rapport au travail et la famille.
- ✓ Bonne initiative de recherche, que le resultat de cette étude sois comme de loi international.
- ✓ Je me rend compte que je consacre moins de temps avec mes enfants et je n'ai pas de vie sociale.
- ✓ La conciliation entre le travail et la famille est une activité très délicate qui demande plus d'échanges (communication, formation) des travailleurs et dans les foyers pour une vie de travail et de foyer réussie!
- ✓ Excellent questionnaire pour évaluer la place de la famille dans la vie des individus. Merci.
- ✓ L& conjonction entre vie professionnelle et vie sociale est assez difficile pour les cadres en Afrique.
- ✓ Questionnaire très constructif.

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## Impact

- ✓ Merci pour ce questionnaire qui me fait prendre conscience de certains relâchement de ma part comme le sport et une moindre implication dans les tâches domestiques
- ✓ Je vous remercie de vous intéresser à chercher les moyens pour non seulement améliorer l'environnement de travail mais aussi pouvoir concilier vie de famille et travail. Cela est d'autant plus important qu'un bon environnement permet l'épanouissement et du travailleur et de la famille qui ne pâtit pas par conséquent des aléas du travail.
- ✓ Très bon test qui m'a fait prendre conscience de certains faits que j'avais oubliés par habitude.
- ✓ Ces types de questionnaires nous interpellent et nous aident à améliorer votre vie de famille et celle du travail
- ✓ Ce questionnaire donne la possibilité d'avoir une conscience plus aigue des relations travail-vie familiale.
- ✓ Excellen questionnaire ca permet de reflechir sur des aspect auquel on y a jamais pensé.

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## Impact

- ✓ Visant l'amélioration des relations famille /travail, cette enquête est extremement importante. L'échec de l'éducation des enfants serait dû au manque de temps des parents qui rentrent tard à la maison et n'ont pas le temps de s'occuper de leurs enfants. Il faut corriger cela avec la journée continue ou des heures flexibles.

- ✓ Concilier vie professionnelle et vie privée est un parcours du combattant pour une jeune femme qui débute sa carrière comme cadre supérieure avec des responsabilité, mariée et mère de jeunes enfants ( 0 à 16ans) surtout en afrique où il est ancré dans les mentalités que la place de la femme est au foyer pour l'éducation des enfants, pour prendre soin du mari, pour entretenir la maison; cela a été mon cas. Si la femme qui travaille ne dispose pas d'aide, il y aura forcément quelque chose à sacrifier soit la carrière professionnelle (se contenter d'être exécutant sans plus...) soit la vie privée (mauvaise éducation des enfants, divorce...) il est temps que cette problématique soit abordée rationnellement, merci pour votre initiative.

- ✓ Je considère c'est un bon questionnaire qui m'a permis de me poser des question sur ma vie de tous les jours et surtout ce que je doit faire désormais autrement.

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## Impact

- ✓ Je remercie l'organisation d'avoir engager un tel sondage et je souhaite que cela ne soit pas le dernier du genre car nous autres jeunes cadres sont plus concentrés sur la recherche d'une stabilité financiere que nous oublions parfois nos familles . Bon vent et que j'ai une new letter la dessus. Merci et a bientot !

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